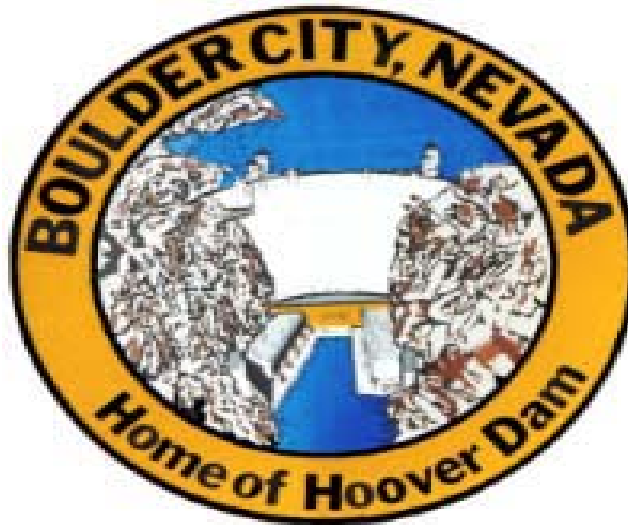


CITY OF BOULDER CITY, NEVADA
FISCAL YEAR 2011-2012



ANNUAL BUDGET

CITY OF BOULDER CITY
Annual Budget
Fiscal Year 2012



Prepared by:
Finance Department
Shirley D. Hughes, Director

Annual Budget And Financial Plan Fiscal Year July 1, 2011 to June 30, 2012

CITY COUNCIL



Roger Tobler, Mayor



Council Members (from left to right):
Cam Walker, Peggy Leavitt, Duncan McCoy, Rod Woodbury

CITY OFFICIALS

Vicki G. Mayes, City Manager
Shirley D. Hughes, Finance Director
David R. Olsen, City Attorney
Lorene Krumm, City Clerk

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 15,359 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 15,023 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.

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, 2010

Two handwritten signatures are displayed side-by-side. The signature on the left is more stylized, while the one on the right is more legible and appears to read 'Jeffrey R. Emer'.

President

Executive Director

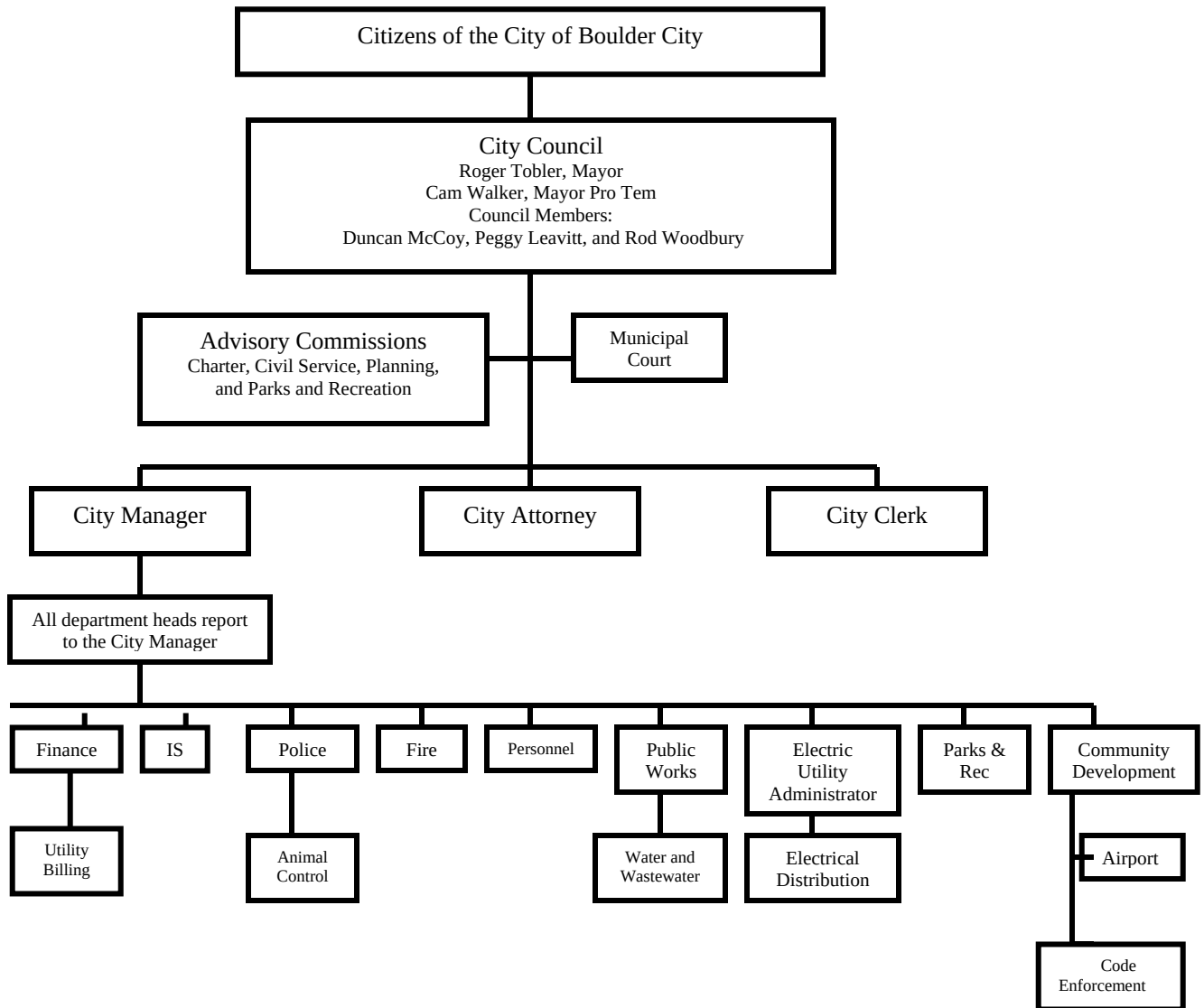
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BOULDER CITY ORGANIZATIONAL CHART



YOUR CITY OFFICIALS & MANAGEMENT STAFF

Mayor and City Council

**Roger Tobler
Cam Walker
Duncan McCoy
Peggy Leavitt
Rod Woodbury**

**Mayor
Mayor Pro Tem
Council Member
Council Member
Council Member**

Vicki G. Mayes, City Manager

Management Team

**Lorene Krumm
Brok Armantrout
Shirley D. Hughes
Kevin Nicholson
Roger Hall
Bryce Boldt
Thomas Finn
Scott Hansen
Rory Dwyer**

**City Clerk
Community Development Director
Finance Director
Fire Chief
Parks & Recreation Director
Personnel Administrator
Police Chief
Public Works Director
Electric Utility Administrator**

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	15,359
Approximate Land Area	202.6 square miles
Approximate Water Area	.04 square miles

Municipal Services & Facilities

Fire Protection	1 station & 19 firefighters
Police Protection	1 station & 32 sworn police officers
Sewer Service	69 miles of sanitary sewers 121 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	15 City Parks with 1 Splash Park 7 City Playgrounds 9 Baseball/Softball Diamonds 6 Tennis Courts 2 Parks with Soccer Fields 1 Swimming Pool and Racquet Ball Facility 1 Skate Park and 1 Bike Park 1 Recreational Center and Amphitheater 2 Golf Courses with 45 holes 3 Gymnasiums 1 Mountain Bike/Hiking Park 1 Fishing and Model Boating Pond

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

CITY MANAGER'S MESSAGE

May 17, 2011

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

We are pleased to present this Final Budget for the Fiscal Year from July 1, 2011 to June 30, 2012 (FY 12) for your review and consideration. The Special Meeting of the City Council will be televised for public viewing by all interested individuals who were unable to attend the meeting.

Budget Development

The development of the Final Budget for FY 2012 has been accomplished by soliciting input from a variety of sources: the Citizens' of Boulder City, Mayor, Council members, City Manager and Department Heads. The Mayor and City Council conducted work sessions during the development of the budget, beginning with the bi-annual budget review on January 25, followed by a budget work session on March 1, with the Tentative Budget approval on April 12th. These meetings allowed for public input, as well as staff direction for the development of the Final Budget, which will be considered for adoption at a special meeting of the City Council on May 17, 2011.

The basic budgetary premise for the development of the FY 2012 Operating and Capital Budget was to create a plan for long-term financial sustainability. Recent reports characterize Las Vegas as the fifth-worst economy in the world. Economists point to our area's "one-industry, consumer-based system" as an inherent weakness, and they further note what everyone has known all along, that is, southern Nevada's economy is dependent upon discretionary spending. It should be anticipated that southern Nevada's recovery will lag behind the recovery of other cities in the United States which enjoy a more diversified economic base.

Boulder City has a unique opportunity in that it owns land which is very desirable for solar energy development. In that renewable energy and green technologies are consistent with Boulder City's culture, the City has pursued the build-out of its energy zone and set aside additional land for solar development. Revenue from solar energy leases will increase general fund revenues by over \$2M in FY '12. With the proper planning, these solar revenues can set the stage for the City's financial sustainability long into the future. On April 12, 2011, the City Council approved the 2011 Financial Plan which commits a significant portion of the increased solar revenues to debt reduction and capital expenditures.

The FY 2012 budget anticipates increasing the debt payments to Boulder Creek Golf Course by \$775,000. The entire 5-year capital improvement plan was completely revamped, and the needs listed in the plan resulted in the City Council appropriating \$750,000 of the new revenue to capital expense. The Financial Plan also contemplates adding \$500,000 of capital improvement fund dollars to the existing reserves for the Third Intake, and paying \$2.8M toward debt service this year.

Boulder City anticipates a stabilization of other revenues, at a new lower level with less growth in all tax revenue categories, than what has been seen during previous periods. This budget stabilizes operating costs by holding down the costs of supplies, contractual services and personnel.

The FY 2012 Final Operating and Capital Budget is being presented with a 5-year Capital Improvement Plan. This section quantifies the City's projected capital improvement requirements over that time frame. The funding of capital for fleet and facilities was a number one priority because most expense in this area has been deferred the past three budget cycles.

CITY MANAGER'S MESSAGE

Revenue/Expenditure Projections

Boulder City's revenue stream is comprised primarily of taxes, charges for services, leases, fines and fees. The City has been forced to address decreases in revenue over the last two fiscal years which necessitated the elimination of all but the most critical capital equipment needs, wage and benefit concessions from employees, and reductions in the City's workforce.

During the last year, the City has experienced a stabilization of consolidated tax and other revenue categories. The revenue recommendations included in the budget were developed by reviewing prior year's revenues and by projecting future revenues based upon the first half of the current year's revenues. 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 2012 projections are no exception. Each and every expenditure was carefully evaluated with most remaining at reduced levels in the current budget. Spending categories were reduced when possible and additional funds have been allocated to areas when necessary to maintain services levels. The Final Budget for the General Fund is \$25,596,489 and the Utility Fund is budgeted at \$25,065,000. The Final Budget for all funds activities of the City is set out below.

Fund Name	Appropriation	% Change from FY 10-11
General	\$ 25,596,489	4.4%
Utility	25,358,718	10.8%
Special Projects	12,883,525	54.6%
Airport	1,426,025	2.1%
Cemetery	148,322	76.9%
Redevelopment	1,167,496	(33.7)%
Capital Improvement	500,000	(58.6)%
Special Revenue	1,200,009	(9.8)%
Total	\$68,280,584	11.0 %

Property Taxes

The current combined total tax rate for Boulder City residents continues to be one of the lowest in the State at \$2.55 per \$100 assessed value. This compares with \$3.36 for the City of North Las Vegas, \$3.29 for the City of Las Vegas, \$2.90 for the City of Henderson and \$2.78 for the City of Mesquite. The total property tax valuation in the City of Boulder City is \$564,973,634, a 16% decrease from FY 2010.

Land Management Plan

The Final 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 2012 Final Budget are \$6,359,624, a 73.6% increase over the prior year and comprise 25% 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.

Utility Fund

The Final Budget for Electric Operations for FY 2012 is \$14,190,000, which is a slight increase from the FY 2011 budget of \$14,150,000. The Water Operations budget is \$7,575,000, down slightly from the FY 2011 budget of \$7,650,000. The Wastewater Operations budget is \$1,415,000, down slightly from the FY 2011 budget of \$1,428,000. The Landfill budget is \$1,255,000, down slightly from the FY 2011 budget of \$1,280,000.

CITY MANAGER'S MESSAGE

The capital improvement plan indicates that over \$2M is needed annually to maintain utility infrastructure. This does not include funds that may be needed for constructing/acquiring new facilities or establishing reserves for utility rate stabilization. The Final Budget also includes the following reserves in the Utility Fund:

1. An additional \$250,000 has been allocated to the rate stabilization reserve (bringing the annual contribution to \$500,000). It is anticipated that \$500,000 each year for the next five years will be needed to restore sufficient rate stabilization reserves.
2. An additional \$1,750,000 has been allocated to the long-term capital reserve (bringing the annual contribution to \$2,000,000) to the long-term capital reserve. It is anticipated that \$2,000,000 each year must be allocated to provide reserves for an alternate power generation source, an emergency backup station, backup electrical transmission and for major equipment. The goal is to establish a major equipment reserve of \$4M; alternate power generation source reserve of \$5M, an emergency backup station reserve of \$1M and a backup electrical transmission reserve of \$3.5M.
3. An additional \$500,000 has been allocated from the capital improvement fund into the Third Intake Reserve. The capital improvement fund combined with \$1.7M of reserves as of June 30, 2010, \$750,000 from the repayment of Boulder Creek Golf Course loan and \$350,000 in increased water revenues from the October 2008 rate increase will result in a \$2.8M debt service payment in FY 2012.

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) allows the allocation of shared costs expensed to the General Fund to other benefited funds and enterprises of the City. During FY 2008, the City Council appointed a Financial Advisory Committee to review and recommend a Utility Fund transfer policy for the City Council. Based on their recommendation, the City Council adopted the following policy: "Adopt a policy for a Utility Fund transfer to the General Fund for reimbursement for services provided by the General Fund to the Utility Fund based on an allocation of services provided by the General Fund," and the transfer reflects this policy.

Based on this recommendation, the Finance Director consulted with the appropriate department/division heads to establish reasonable estimates of services provided. The Final Budget includes a transfer in the amount of \$2,159,000 for FY 2012. This amount remains unchanged from the prior fiscal year as the current economic climate in southern Nevada has significantly impacted the City's General Fund operations.

Golf Course Operations

The Municipal Golf Course and Boulder Creek Golf Course continue to impact General Fund operations and significant reductions in the golf course operating budgets have been implemented in the recommended budget. Revenue for the Municipal Course has been budgeted at \$1,205,000 in the FY 2012 budget and Boulder Creek revenues are budgeted at \$2,090,000. Budgeted expenses at both golf courses incorporate the reductions enacted in FY 2011 into the current budget. Economic conditions continue to impact golf course revenues and the average price per round has decreased at both municipal golf courses. The expenditure recommendations in this budget anticipate reduced maintenance levels at both golf courses in an effort to bring expenses into balance with the new revenue levels. Any further reductions in expenses are likely to reduce maintenance levels to the point that less play (fewer rounds) would result.

CITY MANAGER'S MESSAGE

Personnel Changes

The Final Budget does not contemplate a reduction in workforce, nor the renegotiation of collective bargaining contracts. Collective bargaining contracts were renegotiated during the last budget cycle, and all employees (except for the Electrical Bargaining Unit) agreed to defer cost of living increases and to cap insurance benefits (for Police Department a reduction in uniform allowances).

Personnel changes in the Final Budget provide for the elimination of the PIO position, 1 kennel worker, and 1 Community Development secretary position, which are currently vacant. New positions budgeted are 1 P/T custodian to FT in the Parks and Recreation department, 1 Division Chief of Operations in the Fire Department, and 1 F/T Marshall for the Municipal Court. The Marshall position will be funded 50/50 between the Court and the General Fund.

The total number of full-time employees remains at 151, which is 25 employees less than the high of 176 prior to the 2008 recession. Although the number of employees has been reduced, service levels have been maintained in all essential service areas and only minimal impact in non-essential service areas.

Capital Improvements and Equipment

Capital Improvements and equipment have been budgeted at \$16,714,841, for all funds in the Final Budget. Individual capital expenditures are \$792,400 in the General Fund as follows: \$30,900 E911 voice over IP upgrade, \$60,000 PBX switch replacement, \$25,000 IT server for city-wide applications, \$2,000 city shops remodel, \$30,000 HVAC replacement program, \$17,000 Whalen and Bravo fields renovations, \$7,500 LA Water & Power building personal safety, \$27,500 police vehicle camera systems, \$20,000 wash down area at the fire department, \$27,500 toughbook computers for police vehicles, \$15,000 radio controlled valve conversion in landscaping, \$20,000 sweeper pad at the cemetery, \$125,000 fuel tank replacements, \$200,000 for police vehicles, \$100,000 for fire rescue vehicles, \$50,000 for a backhoe for public works and \$35,000 for golf course equipment.

Debt

The Final Budget does not include the issuance of any new debt obligations for the City. The Final budget does reflect the commitment of the City Council to retire the City's overall debt obligation. The FY 2012 budget anticipates additional debt service payments for both Boulder Creek Golf Course and the Third Intake. This is consistent with the City's Financial Plan, which focuses on debt reduction, the funding of capital and the restoration of capital reserves.

Future Issues:

Boulder City's labor costs have been driven primarily by the Las Vegas metro labor market. Although Boulder City's labor costs are less than the surrounding Las Vegas area, they nevertheless are significant for a small city. Much of the City's workforce is unionized and any changes to compensation are subject to the collective bargaining process. The Electrical Bargaining Unit employee's contract expires June 30, 2011, and all of the remaining union contracts expire June 30, 2012.

CITY MANAGER'S MESSAGE

The City can no longer sustain employee wage schedules that are combined with high benefit packages. The FY 2012 budget includes approximately \$250,000 of additional expense because the City's PERS retirement contribution increased by 2.75% for public safety personnel and 2.25% for City employees for next year. This brings the total retirement benefit paid by the City to 39.75% for public safety personnel and 23.75% for all other City employees. In addition, approximately \$887 is paid per month for all full-time employees for insurance benefits. The past trend of increasing employee benefit packages is not sustainable in future years, even with increases in lease revenues. The Final Budget anticipates conducting a compensation and classification study so the City can make an informed decision as to where it wants to position itself in the labor marketplace. This information will be used as the City prepares to renegotiate collective bargaining contracts in 2012.

New solar lease revenues are a critical component of reducing the City's dependence upon the State's tax-based revenue structure and achieving the goal of long-term financial sustainability. These funds can help provide the necessary funding for essential services, and the City plans to seek proposals for two new solar/renewable energy sites in mid-2011.

The Hoover Dam bypass bridge opening has had a significant impact on the City's public safety services. It has also been a major source of frustration for the City's residents as traffic along U.S. 93 has, at times, backed up from the Hacienda Casino to College Drive in Henderson. The impact on the City's first responders, especially, emergency medical services, must continue to be monitored, and it is likely that additional funding will be required in the future if current levels of service are to be maintained.

Other considerations:

The current economic climate throughout the State of Nevada has required all local governments to be even more vigilant in identifying legislative actions that negatively impact our budgets as the State struggles to address its own revenue shortfalls. At the time this budget is being considered, the State legislative session is still ongoing, and the potential impact of the State's decisions regarding local government revenues are not known.

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 Final Budget is submitted for your review.

Respectfully submitted,

Vicki G. Mayes
City Manager

Shirley D. Hughes
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 15,000 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 15,000. 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>
Eldorado Energy LLC	\$42,218,790	9.05%
Nevada Solar One LLC	33,492,808	7.18%
Harrah's Entertainment Inc	4,128,657	0.88%
RPS Homes	3,517,256	0.75%
Gingerwood Mobile Home Park LLC	3,012,402	0.64%
Lido & Laila Paglia	2,772,450	0.59%
AMC Property Holdings LLC	2,675,635	0.57%
Francis Carrington	2,306,241	0.49%
Elois Veltman	2,296,864	0.49%
Nicholas & S. Barron Living Trust 1994	2,103,276	0.45%
Total	\$98,524,379	21.09%

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, and Cemetery 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 2011, the ad valorem tax rate was .260 which equates to \$2.60 per \$1,000 of taxable property value. The Fiscal year 2012 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 2011

City of Boulder City	0.2600
City of Mesquite	0.5520
Town of Laughlin	0.8416
City of Henderson	0.5608
City of Las Vegas	0.6765
City of North Las Vegas	0.3737

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
2010-2011	527,534,882	1,507,242,520

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
2011	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 Funds-Capital Projects Funds are used to account for financial resources to be used for the acquisition or construction of major capital facilities. The City maintains these funds to ensure legal compliance and financial management of various restricted revenues.

- **Special Projects Fund** – This fund is used to account for financial resources to be used for the acquisition or construction of major capital facilities.
- **Capital Improvement Fund** – This fund is used to account for financial resources to be used for the acquisition or construction of major capital facilities.
- **Golf Course 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.

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.

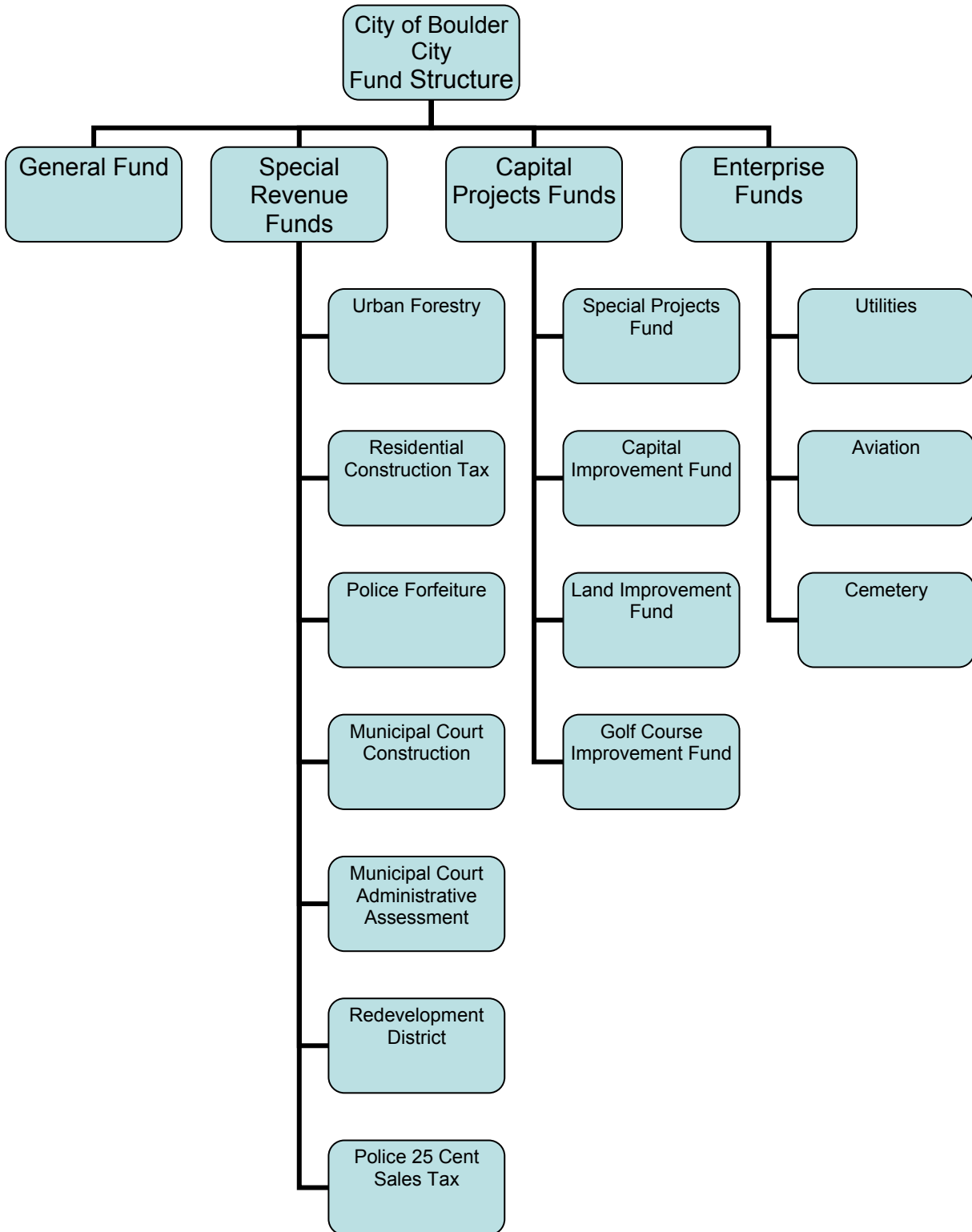
FINANCIAL STRUCTURE

- **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.
- **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.
- **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.

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, 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.

FINANCIAL 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 two municipal golf courses 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.

December 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, 2011 meeting (materials to Clerk by March 24).
April 12	Council approval of Tentative Budget (no later than 4/15/11 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 17	Special Council Meeting (3 rd 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 2012 Budget incorporates the vision and priorities expressed by the Mayor, City Council, and the citizens of Boulder City. The Fiscal Year (FY) 2012 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 2012 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 2012 BUDGET**

GENERAL FUND	Sources	USES BY CATEGORY				TOTAL
		Salaries	Benefits	Operating	Capital Outlay	
Funds Forward	\$2,054,466					\$ 2,054,466
REVENUE						
Ad Valorem Taxes	1,210,580					1,210,580
Room Tax	400,000					400,000
Licenses and Permits	1,650,000					1,650,000
Intergovernmental	8,259,600					8,259,600
Charges for Services	911,500					911,500
Fines and Forfeits	850,000					850,000
Golf Courses	3,295,000					3,295,000
Leased Property	6,819,624					6,819,624
Miscellaneous	125,500					125,500
Transfers In	2,205,000					2,205,000
Total Revenues	25,576,270					25,576,270
Total Sources	27,781,270					27,781,270
EXPENDITURES						
Mayor and City Council		58,738	20,529	31,000	-	110,267
City Clerk		226,199	93,282	70,036	-	389,517
City Attorney		195,310	74,091	212,565	-	481,966
City Manager		211,673	78,409	44,900	-	334,982
Personnel		92,196	35,616	104,000	-	231,256
Public Information Officer		18,720	2,187	23,600	-	44,507
Finance		467,550	190,675	55,000	-	713,225
Information Systems		171,418	67,925	410,493	-	649,836
Services and Supplies				986,088	-	986,088
Municipal Court		427,044	105,810	101,430	43,441	677,725
Police		2,826,308	1,546,736	937,650	-	5,310,694
Animal Control		130,932	56,321	48,160	-	235,413
Fire		1,945,634	984,713	328,989	15,000	3,274,336
Streets		533,290	230,806	196,893	-	960,989
Engineering		287,312	111,782	41,900	-	440,994
Public Works						
Administration		125,553	42,078	431,250	-	598,881
Landscaping		529,478	235,715	281,468	26,000	1,072,661
Building Maintenance		124,203	53,597	148,010	18,500	344,310
Municipal Golf Course		-	-	1,154,951	-	1,154,951
Recreation		913,756	272,171	262,156	-	1,448,083
Senior Citizens				195,000	-	195,000
Swimming Pool		288,035	67,927	112,150	-	468,112
Boulder Creek Golf Course		13,513	2,164	1,814,410	85,000	1,915,087
Community Dev. Admin.		123,147	37,135	11,058	-	171,340
Planning and Zoning		92,196	35,614	5,380	-	133,190

Building Inspection		121,149	48,148	28,200	-	197,497
Other Appropriations		-	-	3,205,026		3,205,026
Total Expenditures		9,923,354	4,393,431	11,241,763	187,941	25,746,490
Total Reserves						2,034,780
Total Uses						\$27,781,270

**SOURCES AND USES BY DEPARTMENT AND CATEGORY
FISCAL YEAR 2012 BUDGET**

UTILITY FUND	Sources	USES BY CATEGORY					TOTAL
		Personnel Services	Operating	Capital Outlay	Debt Service	Other	
Funds Forward	\$ 7,979,921						\$ 7,979,921
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	1,630,000						1,630,000
Total Revenues	26,665,000						26,665,000
Total Sources	34,644,921						34,644,921
EXPENDITURES		3,422,101	14,695,111	3,644,500	2,090,506	2,159,000	26,011,218
							-
Total Expenditures		3,422,101	14,695,111	3,644,500	2,090,506	2,159,000	26,011,218
Total Reserves							\$ 8,633,703
Total Uses							\$ 34,644,921

**SOURCES AND USES BY DEPARTMENT AND CATEGORY
FISCAL YEAR 2012 BUDGET**

CEMETERY FUND	Sources	USES BY CATEGORY					TOTAL
		Personnel Services	Operating	Capital Outlay	Debt Service	Other	
Funds Forward	\$ 433,853						\$ 433,853
REVENUE							
Sale of Lots	34,000						34,000
Opening & Closing	30,000						30,000
Other	12,000						12,000
Interest	10,000						10,000
Total Revenues	86,000						86,000
Total Sources	519,853						519,853
EXPENDITURES							
Total Expenditures		-	102,322	-		46,000	148,322
Total Reserves							371,531
Total Uses							\$ 519,853

AVIATION FUND	Sources	USES BY CATEGORY					TOTAL
		Personnel Services	Operating	Capital Outlay	Debt Service	Other	
Funds Forward	\$ 611,361						\$ 611,361
REVENUE							
Rents and Royalties	540,930						540,930
FAA Grant	1,000,000						1,000,000
Total Revenues	1,540,930						1,540,930
Total Sources	2,152,291						2,152,291
EXPENDITURES		224,667	151,358	1,050,000	-	-	1,426,025
							-
Total Expenditures		224,667	151,358	1,050,000	-	-	1,426,025
Total Reserves							726,266
Total Uses							\$ 2,152,291

**SOURCES AND USES BY DEPARTMENT AND CATEGORY
FISCAL YEAR 2012 BUDGET**

RESIDENTIAL CONSTRUCTION TAX	Sources	USES BY CATEGORY					TOTAL
		Salaries	Benefits	Operating	Capital Outlay	Other	
Funds Forward	\$21,294						\$21,294
REVENUE							
Residential Construction Tax	15,000						15,000
Transfers In	-						-
Total Revenues	15,000						15,000
Total Sources	36,294						36,294
EXPENDITURES							
Other Appropriations		-	-	-		15,000	15,000
Total Expenditures		-	-	-		15,000	15,000
Total Reserves							21,294
Total Uses							\$36,294

POLICE FORFEITURE FUND	Sources	USES BY CATEGORY					TOTAL
		Salaries	Benefits	Operating	Capital Outlay	Other	
Funds Forward	\$ 2,722						\$ 2,722
REVENUE							
Miscellaneous	-						-
Transfers In	-						-
Total Revenues	-						-
Total Sources	2,722						2,722
EXPENDITURES							
Public Safety Expense		-	-	2,722		-	2,722
Total Expenditures		-	-	-		-	-
Total Reserves							0
Total Uses							2,722

**SOURCES AND USES BY DEPARTMENT AND CATEGORY
FISCAL YEAR 2012 BUDGET**

MUNICIPAL COURT CONSTRUCTION	Sources	USES BY CATEGORY					TOTAL
		Salaries	Benefits	Operating	Capital Outlay	Other	
Funds Forward	\$205,867						\$ 205,867
REVENUE							
Fines and Forfeits	55,000						55,000
Transfers In	-						-
Total Revenues	55,000						55,000
Total Sources	260,867						260,867
EXPENDITURES							
Judicial		-	-	-	34,000	200,000	234,000
Total Expenditures		-	-	-	34,000	200,000	234,000
Total Reserves							26,867
Total Uses							\$ 260,867

MUNI. COURT ADMIN. ASSMNT.	Sources	USES BY CATEGORY					TOTAL
		Salaries	Benefits	Operating	Capital Outlay	Other	
Funds Forward	\$319,444						\$319,444
REVENUE							
Fines and Forfeits	60,000						60,000
Transfers In	-						-
Total Revenues	60,000						60,000
Total Sources	379,444						379,444
EXPENDITURES							
Judicial					20,000	97,908	117,908
Operating Transfer Out		-	-	-		-	-
Total Expenditures		-	-	-	20,000	97,908	117,908
Total Reserves							261,536
Total Uses							\$ 379,444

**SOURCES AND USES BY DEPARTMENT AND CATEGORY
FISCAL YEAR 2012 BUDGET**

POLICE 1/4 CENT SALES TAX	Sources	USES BY CATEGORY				TOTAL
		Salaries	Benefits	Operating	Capital Outlay	
Funds Forward	\$66,274					\$ 66,274
REVENUE						
Sales Tax - .25	575,000					575,000
Transfers In	-					-
Total Revenues	575,000					575,000
Total Sources	641,274					641,274
EXPENDITURES						
Public Safety		396,245	245,029		-	641,274
Total Expenditures		396,245	245,029		-	641,274
Total Reserves						
Total Uses						\$ 641,274

**SOURCES AND USES BY DEPARTMENT AND CATEGORY
FISCAL YEAR 2012 BUDGET**

REDEVELOPMENT AUTHORITY	Sources	USES BY CATEGORY				TOTAL
		Salaries	Benefits	Operating	Capital Outlay	
Funds Forward	\$ 2,579,050					\$ 2,579,050
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	3,823,050					3,823,050
EXPENDITURES						
Redevelopment Projects		-	-	-	284,406	284,406
Operating Expenses		65,378	17,712		750,000	833,090
Total Expenditures		65,378	17,712		1,034,406	1,117,496
Total Reserves						2,705,554
Total Uses						\$ 3,823,050

**SOURCES AND USES BY DEPARTMENT AND CATEGORY
FISCAL YEAR 2012 BUDGET**

SPECIAL PROJECTS FUND	Sources	USES BY CATEGORY				TOTAL
		Salaries	Benefits	Operating	Capital Outlay	
Funds Forward	\$ 499,119					\$ 499,119
REVENUE						
Taxes	110,000					110,000
Federal Grants	760,000					760,000
State Shared Revenues	3,324,740					3,324,740
Local Government Grants	7,514,295					7,514,295
Operating Transfers In	915,000					915,000
Total Revenues	12,624,035					12,624,035
Total Sources	13,123,154					13,123,154
EXPENDITURES						
Recreation		-	-	-	17,000	17,000
Community Development		-	-	-	148,090	148,090
General Government		-	-	-	424,400	424,400
Police and Fire		-	-	-	1,945,000	1,945,000
Public Works		-	-	-	10,516,535	10,516,535
		-	-	-	-	-
Total Expenditures		-	-	-	13,051,025	13,051,025
Total Reserves						72,129
Total Uses						\$13,123,154
LAND IMPROVEMENT FUND	Sources	USES BY CATEGORY				TOTAL
		Salaries	Benefits	Operating	Capital Outlay	
Funds Forward	\$ 7,912					\$ 7,912
REVENUE						
Land Sales	10,000					10,000
Total Revenues	10,000					10,000
Total Sources	17,912					17,912
EXPENDITURES						
Land Sale Expense		-	-	10,000	-	10,000
Total Expenditures		-	-	-	-	-
Total Reserves						7,912
Total Uses						\$ 17,912

**SOURCES AND USES BY DEPARTMENT AND CATEGORY
FISCAL YEAR 2012 BUDGET**

CAPITAL IMPROVEMENT FUND	Sources	USES BY CATEGORY				TOTAL
		Salaries	Benefits	Operating	Capital Outlay	
Funds Forward	\$ 3,159,437					\$ 3,159,437
REVENUE						
Interest Earnings	40,000					40,000
Leases	1,518,581					1,518,581
Land Sales	-					-
Total Revenues	1,558,581					1,558,581
Total Sources	4,718,018					4,718,018
EXPENDITURES						
		-	-	-		-
Operating Transfers Out		-	-	-	500,000	500,000
Total Expenditures		-	-	-		-
Total Reserves						4,218,018
Total Uses						\$ 4,718,018

**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	\$ 18,043,497						\$18,043,497
REVENUE							
Ad Valorem Taxes	2,439,580						2,439,580
Other Taxes	1,085,000						1,085,000
Licenses and Permits	1,665,000						1,665,000
Intergovernmental	20,858,635						20,858,635
Charges for Services	26,163,430						26,163,430
Golf Courses	3,295,000						3,295,000
Fines and Forfeits	965,000						965,000
Miscellaneous/Leases	10,008,705						10,008,705
Total Revenues	66,480,350						66,480,350
Total Sources	84,523,847						84,523,847
EXPENDITURES		18,687,950	26,469,558	17,953,466	4,375,673	150,000	67,636,647
Total Expenditures		18,687,950	26,469,558	17,953,466	4,375,673	150,000	67,636,647
Total Reserves							16,887,200
Total Uses							\$84,523,847

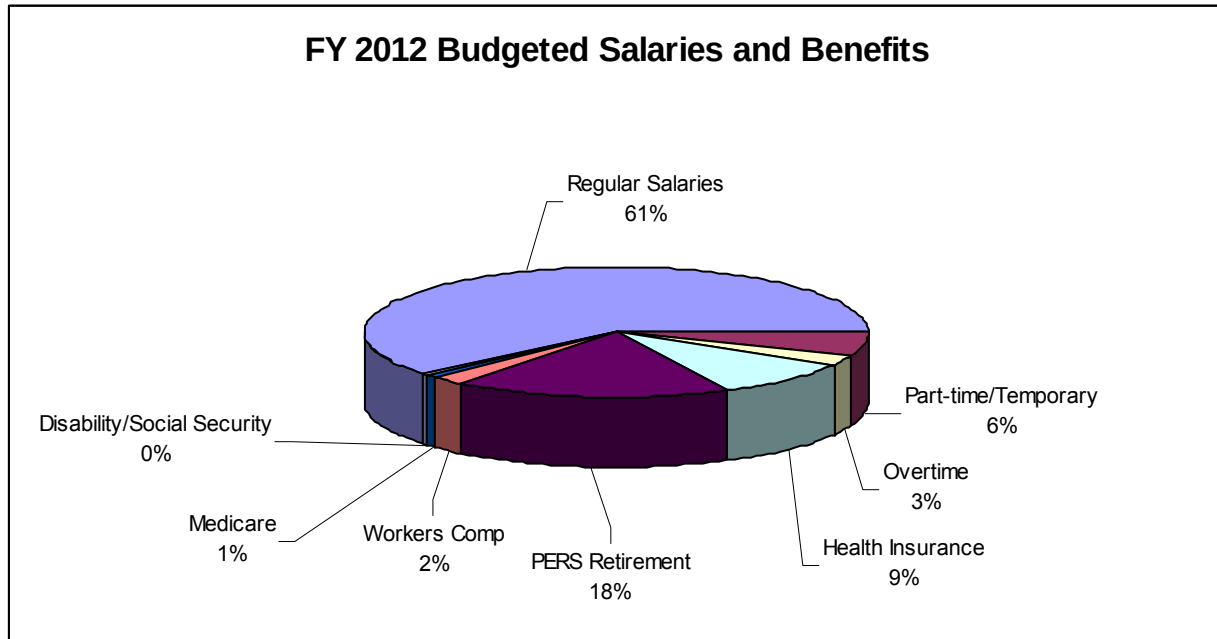
PERSONNEL OVERVIEW

PERSONNEL RECAP

FY 2010 THROUGH FY 2012

<u>Full-Time Positions:</u>	FY 2010	FY 2011	CHANGE	FY 2012
DEPARTMENT				
City Manager	2	2		2
City Clerk	3	3		3
Finance and Information Systems	9	8		8
City Attorney	2	2		2
Personnel	1	1		1
Public Information and BCTV	1	1	-1	0
Municipal Court	6	4	+1	5
Police	44	42		42
Fire	22	20	+1	21
Animal Control	3	3	-1	2
Public Works Administration	2	1		1
Streets	8	8		8
Landscaping	9	9		9
Building Maintenance	2	2		2
Engineering	4	4		4
Recreation and Golf	10	8		8
Community Development Administration	2	2	-1	1
Planning	1	1		1
Building Inspection and Code Enforcement	2	1		1
TOTAL GENERAL FUND	133	122	-1	121
Electric and Utility Administration	17	15		15
Water and Wastewater	10	10		10
Utility Billing and Collection	5	5		5
TOTAL FULL-TIME	165	152	-1	151
<u>Part-Time/Temporary Positions:</u>				
City Council	5.00	5.00		5.00
Municipal Court	2.50	2.50		2.50
BCTV	0	0		0.25
Police	3.16	3.16		3.16
Fire	4.43	4.43		4.43
Public Works Administration	0.25	0.50		0.50
Recreation and Golf	30.48	26.08		24.08
Community Development	0	0.25		0.80
Electric	0.50	0.50		0.50
Utility Billing and Collection	1.50	1.50		1.50
TOTAL ALL OTHER	47.82	43.92		42.72
TOTAL POSITIONS	212.82	195.92	-1	193.72

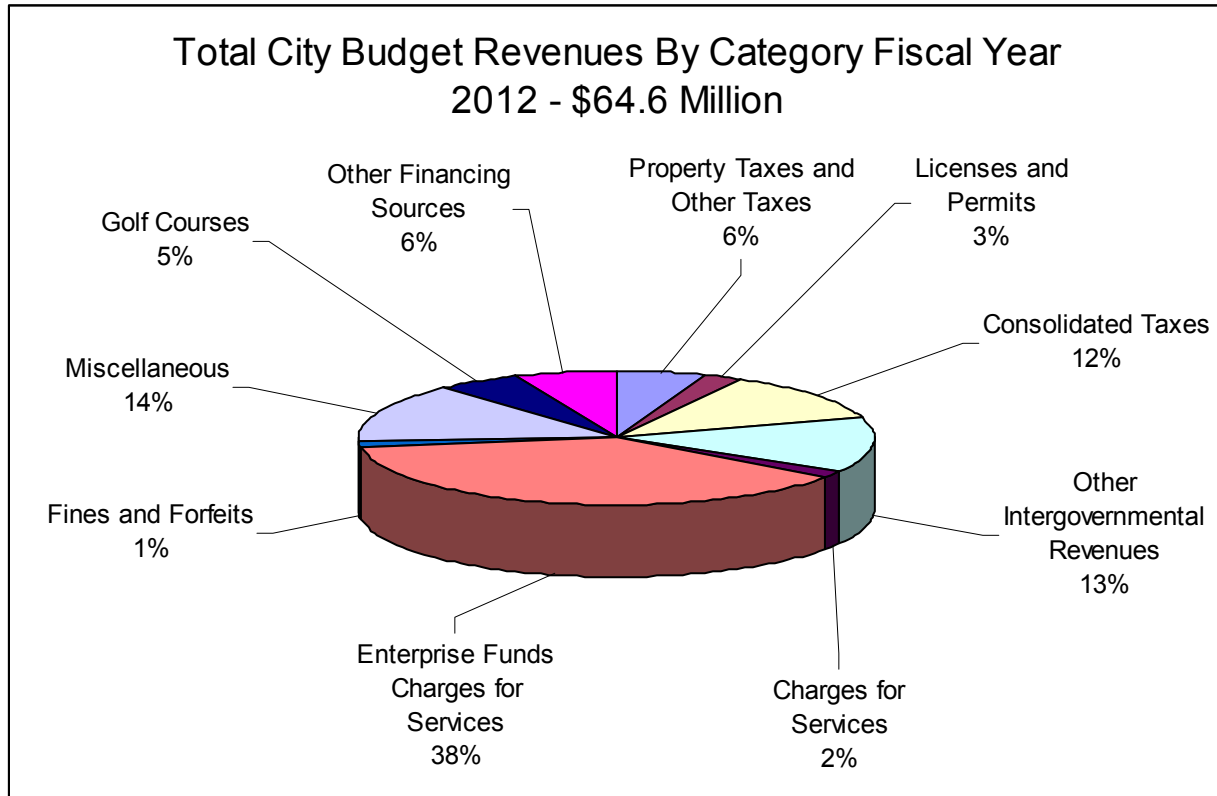
CONSOLIDATED BUDGET SUMMARY



Pay/Benefit Type	General Fund	Police Sales Tax	Utility Fund	Airport Fund	Other Funds	Total Amount
Salaries & Wages						
Regular Salaries	\$ 8,435,420	\$ 396,245	\$2,198,063	\$159,328	\$96,092	\$11,285,148
Part-time/Temporary	985,282	-	138,182	-	-	1,123,464
Overtime	350,652	-	136,569	-	-	487,221
Sub-Total	9,771,354	396,245	2,472,814	159,328	96,092	12,895,833
Benefits						
Health Insurance	1,294,373	60,555	324,793	22,868	22,615	1,725,204
PERS Retirement	2,554,412	157,508	535,889	37,841	21,486	3,307,136
Workers Comp	321,609	18,684	38,360	2,317	1,437	382,407
Medicare	130,314	5,746	31,885	2,313	1,515	171,773
Disability/Social Security	51,839	2,536	3,231	-	-	57,606
Sub-Total	4,352,547	245,029	934,158	65,339	47,053	5,644,126
Total						
	\$14,123,901	\$ 641,274	\$3,406,972	\$224,667	\$ 143,145	\$18,539,959

CONSOLIDATED BUDGET SUMMARY

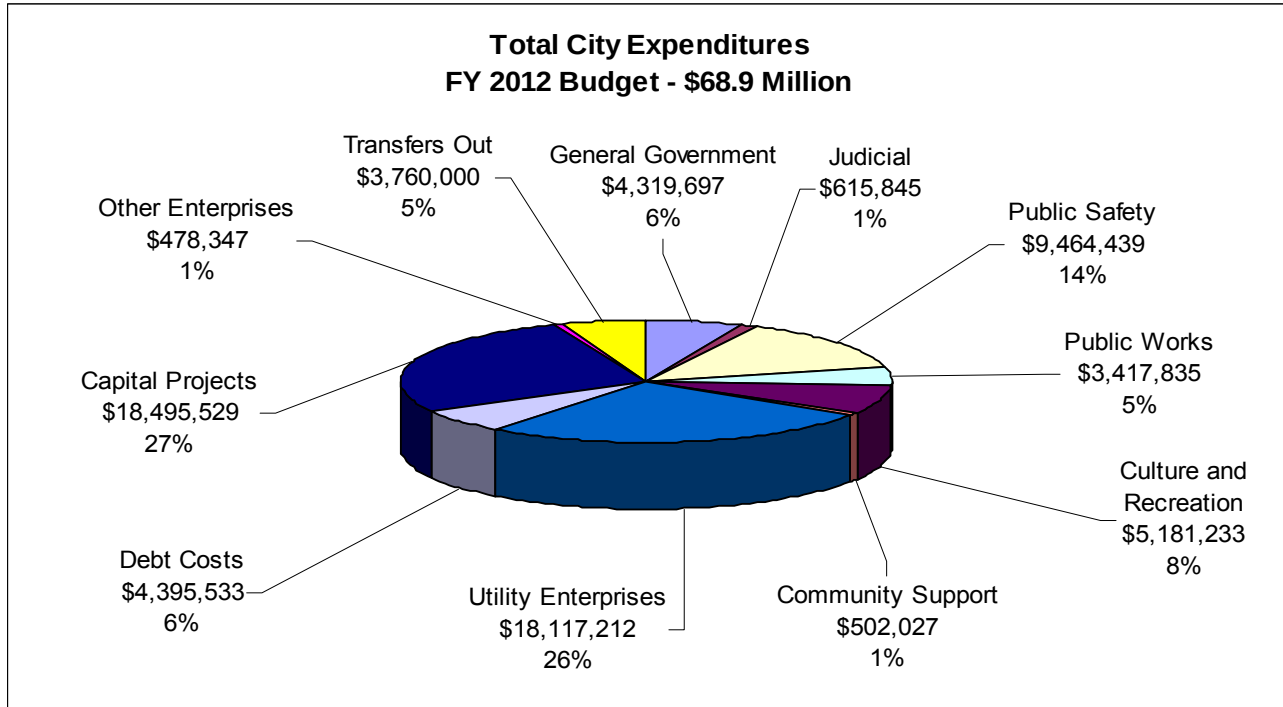
This revenue graph and table contain all funds, including general, special revenue, capital projects, expendable trust, and enterprise funds.



	2009-10 Actual	2010-11 Actual Unaudited	2011-12 Budget	% Change
Consolidated Revenues				
Property Taxes and Other Taxes	\$3,394,227	\$3,195,695	\$3,618,580	13.2%
Licenses and Permits	1,575,765	1,307,594	1,650,000	26.2%
Consolidated Taxes	7,627,245	7,968,549	7,780,000	-2.4%
Other Intergovernmental Revenues	8,143,792	2,739,355	8,526,985	211.3%
Charges for Services	978,331	1,068,687	1,001,500	-6.3%
Enterprise Funds Charges for Services	21,002,243	22,177,308	24,506,000	10.5%
Fines and Forfeits	867,795	886,226	925,000	4.4%
Miscellaneous	5,528,041	6,177,483	9,159,635	48.3%
Golf Courses	3,282,900	2,976,416	3,295,000	10.7%
Other Financing Sources	4,209,146	2,906,710	4,185,000	44.0%
Revenue Total	\$56,609,485	\$51,404,023	\$64,647,700	25.8%

CONSOLIDATED BUDGET SUMMARY

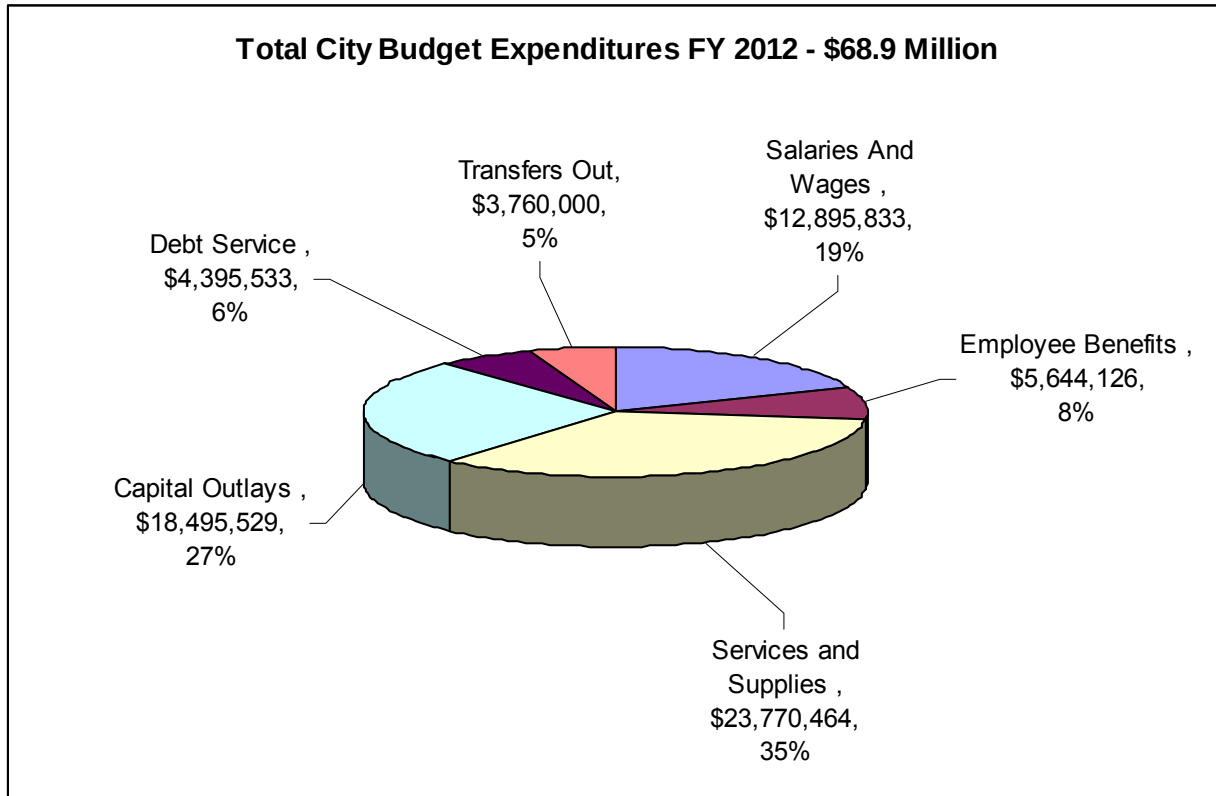
This consolidated expenditure graph and table are broken down by functional area and include expenditures in all funds.



	2009-10	2010-11	2011-12	%
Consolidated Expenditures	Actual	Actual- Unaudited	Budget	Change
General Government	\$ 3,852,693	\$ 3,531,468	\$ 4,319,697	22.3%
Judicial	575,617	615,845	829,633	34.7%
Public Safety	9,735,823	9,213,042	9,464,439	2.7%
Public Works	3,133,791	3,227,137	3,417,835	5.9%
Culture and Recreation	5,482,907	5,045,789	5,181,233	2.7%
Community Support	541,336	462,446	502,027	8.6%
Utility Enterprise	17,815,564	15,603,700	18,117,212	16.1%
Other Enterprises	715,929	816,229	478,347	-41.4%
Debt and Interest Costs	3,358,439	4,097,226	4,395,533	7.3%
Capital Projects	4,968,156	3,010,832	18,495,529	514.3%
Transfer Out	3,432,977	2,786,242	3,760,000	34.9%
Expenditure Total	\$ 53,613,232	\$ 48,409,956	\$ 68,961,485	42.5%

CONSOLIDATED BUDGET SUMMARY

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



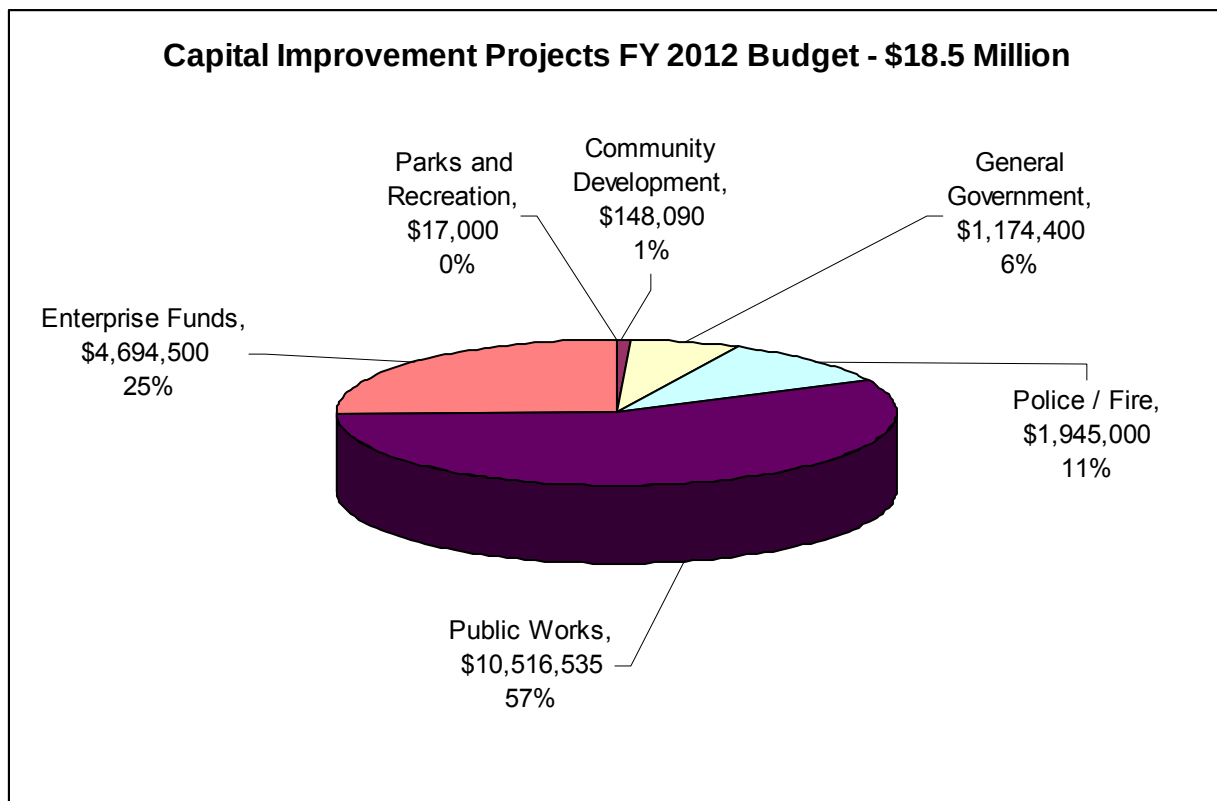
	2009-10	2010-11	2011-12	Percent
Consolidated Expenditures	Actual	Actual Unaudited	Budget	Change
Salaries And Wages	13,925,044	13,375,481	12,895,833	-3.6%
Employee Benefits	5,912,882	5,521,606	5,644,126	2.2%
Services and Supplies	22,015,734	19,618,569	23,770,464	21.2%
Capital Outlays	4,968,156	3,010,832	18,495,529	514.3%
Debt Service	3,358,439	4,097,226	4,395,533	7.3%
Transfers Out	3,432,977	2,786,242	3,760,000	34.9%
Expenditure Total	53,613,232	48,409,956	68,961,485	42.5%

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 2012 Budget for the Special Projects Fund is \$18.5 million. Additional information regarding the Special Projects Fund is discussed in the City Funds section later in this Budget document. The fiscal year 2012 Special Projects Fund Budget totals \$18.5 million which represents an increase of \$7.9 million or 43% from the fiscal year 2011 Annual Special Projects Fund Budget of \$10.6 million. Increases occurred in all departments except Parks and Recreation.



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 2011 Actual Unaudited	Fiscal Year 2012 Annual Budget	Change Between Fiscal Year 2011-2012
Parks and Recreation	\$65,556	\$17,000	(\$48,556)
Community Development	\$31,998	\$148,090	\$116,092
General Government	\$0	\$1,174,400	\$1,174,400
Police / Fire	\$75,845	\$1,945,000	\$1,869,155
Public Works	\$2,284,731	\$10,516,535	\$8,231,804
Enterprise Funds	\$970,076	\$4,694,000	\$3,724,424
TOTAL	\$3,428,206	\$18,495,525	\$15,067,319

Highlights of the fiscal year 2012 Special Project Fund budget are as follows for each department.

Parks and Recreation

The Fiscal Year 2012 CIP budget for the Parks and Recreation Section is \$17,000. 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

A new Gateway Sign is budgeted for \$100,000. 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 a few 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 \$424,400 and Golf Course Construction Loan Repayment is \$750,000.

Police / Fire

The Fiscal Year 2012 CIP budget for the Police and Fire Departments is \$1,945,000, of which \$1,600,000 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 \$200,000.

Public Works

The Fiscal Year 2012 CIP budget for the Public Works Department is \$10,516,535, of which \$3,000,000 is for the Nevada Way Revitalization. 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 installation of a detention

CONSOLIDATED BUDGET SUMMARY

basin, outfall pipe, culverts and drainage channels. An additional \$1,534,295 is provided for the Yucca Debris Detention Basin. Pavement reconstruction and fog seal/micropave programs have been funded for \$680,000. Flood Control Master Plan Facilities have been funded for \$2,000,000 and US 93 Frontage Road improvements for \$2,974,740.

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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.

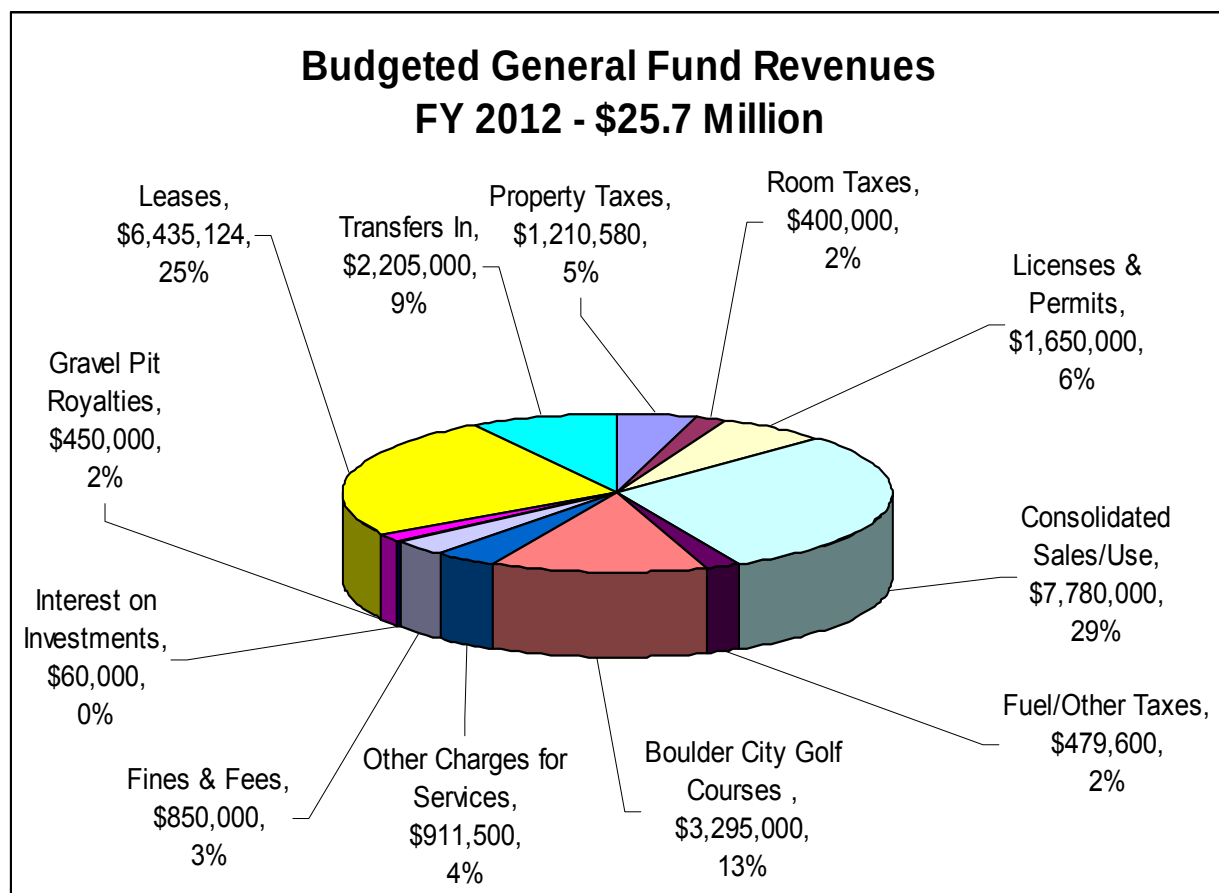
		ACTUAL FY 09	ACTUAL FY 10	ACTUAL UNAUDITED FY 11	BUDGET FY 12	% CHANGE
REVENUES:						
Property Taxes		\$1,059,991	1,210,587	1,340,878	1,210,580	-9.7%
Room Taxes		435,502	339,051	378,197	400,000	5.8%
Licenses & Permits		1,372,592	1,575,765	1,307,594	1,650,000	26.2%
Consolidated Sales/Use		8,048,687	7,627,245	7,968,549	7,780,000	-2.4%
Fuel/Other Taxes		175,233	266,236	376,685	479,600	27.3%
Boulder City Golf Courses		1,327,124	1,135,813	2,976,416	3,295,000	10.7%
Other Charges for Services		990,709	909,448	941,546	911,500	-3.2%
Fines & Fees		911,568	775,981	806,497	850,000	5.4%
Interest on Investments		53,048	12,713	14,646	60,000	309.7%
Gravel Pit Royalties		467,305	451,127	371,334	450,000	21.2%
Leases		3,491,311	3,690,975	4,038,680	6,435,124	59.3%
Miscellaneous		206,831	664,238	168,133	0	
Transfers In		2,496,000	2,246,000	2,205,000	2,205,000	0%
TOTAL		21,035,901	20,905,179	22,894,155	25,726,804	12.4%
EXPENDITURES:						
General Government		3,984,590	3,816,770	3,531,468	3,942,201	11.6%
Judicial		466,974	519,365	452,170	677,725	49.9%
Public Safety		8,556,809	8,952,181	8,511,558	8,820,443	3.6%
Public Works		3,579,580	3,133,791	3,227,137	3,417,835	5.9%
Culture & Recreation		3,794,683	3,081,620	5,022,173	5,181,233	3.2%
Community Support		657,582	541,335	462,446	502,027	8.6%
Contingency/Transfers Out		739,660	987,900	0	3,205,026	
TOTAL EXPENDITURES:		21,779,878	21,032,962	21,206,951	25,746,490	21.4%
Excess of Revenues over Expenditures						
		(743,977)	(127,783)	1,687,204	(19,686)	
FUND BALANCE, BEG		3,232,832	2,488,855	2,361,072	4,048,276	
FUND BALANCE, ENDING		2,488,855	2,361,072	4,048,276	4,028,590	

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 2012 Budget for the General Fund is \$25.7 million. The four General Fund major revenue sources, which are Intergovernmental Revenues (including Consolidated Sales/Use Taxes), Golf Courses, Transfers In, and Leased Property, comprise 76 percent of the total General Fund revenue. The following chart reflects the revenues distribution.



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. (5%)

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. (2%)

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. (6%)

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. (29%)

Charges for Services

These revenues include the recreation department, swimming pool, ambulance fees, and building and zoning fees. 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. (4%)

Fines and Forfeits

Fines are made up court assessments, which serve as punishment for traffic and criminal mischief in Boulder City. (3%)

Interest Earnings

Interest earned on the investment of the fund's idle cash balance. (0%)

Gravel Pit Royalties

Other source of revenues for the general fund. (2%)

GENERAL FUND

Property Leases

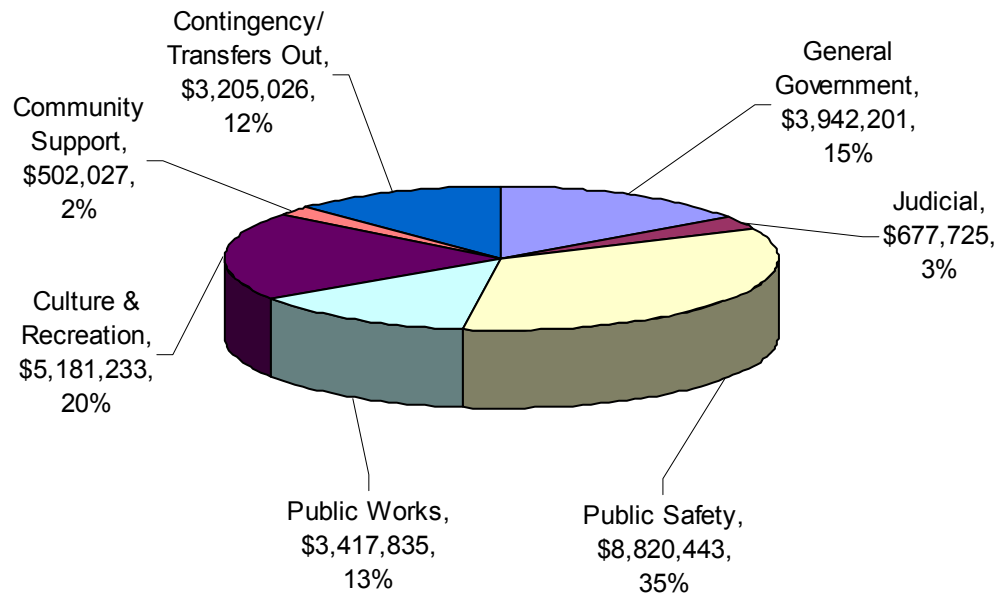
The City has enjoyed a great increase in lease income over the past few years. The City acquired 107,000 acres of land in 1995 southwest of the existing town site. With an abundance of land available, the City has agreed to lease communication sites, land for an electric energy generation plant, and for a private upscale golf course leased by Harrah's Entertainment. Additional property leases are currently being considered to increase revenues and provide additional services for the citizens of Boulder City. These lease agreements benefit the City by providing additional funds to provide services that the citizens need. Lease revenue has recently grown from a small source of income into 25% of the General Fund revenue in fiscal year 2012. (25%)

Transfers In

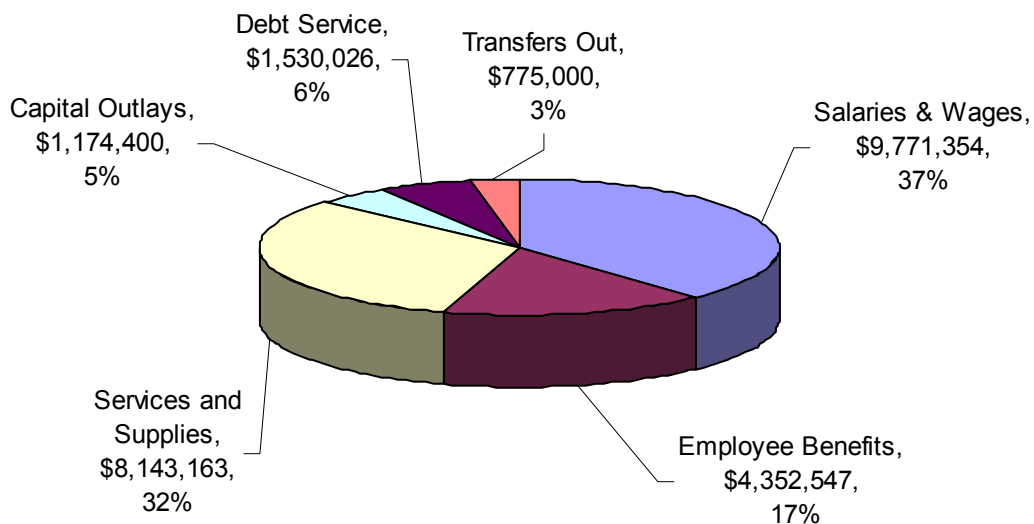
A transfer in is due from a number of different Funds. (9.0%)

GENERAL FUND

Budgeted General Fund Expenditures FY 2012 - \$25.7 Million



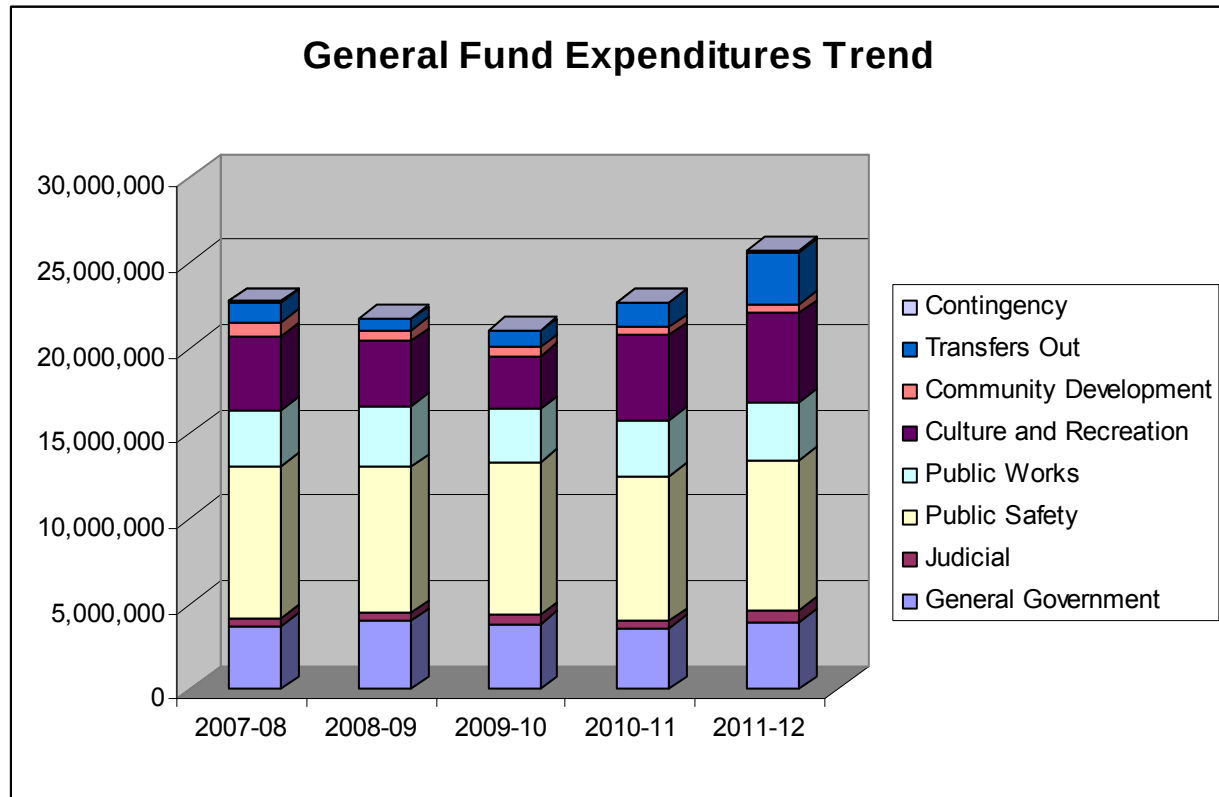
Budgeted General Fund Expenditures FY 2012 - \$25.7 Million



GENERAL FUND

Expenditure Trend Summary

While the City of Boulder City's budget consists of many departments and divisions, each conducts the business of City government as a part of a functional area. For example, the Fire Department is part of the functional area known as Public Safety, as is the Police Department. Both share the common duty of protecting citizens. Grouping activities by these functions, allows the decision-making process to be managed at broader, more comprehensive levels. The following is a presentation of the trends for the major functions in the City's **General Fund** budget.



	2007-08	2008-09	2009-10	2010-11	2011-12	%
	Actual	Actual	Actual	Actual	Budget	Change
General Fund				Unaudited		
General Government	3,706,004	3,984,590	3,816,770	3,531,468	3,942,201	11.6%
Judicial	415,922	466,974	519,365	452,170	677,725	49.9%
Public Safety	8,917,233	8,556,809	8,952,181	8,511,558	8,820,443	3.6%
Public Works	3,322,603	3,579,580	3,133,791	3,227,137	3,417,835	5.9%
Culture and Recreation	4,328,996	3,794,683	3,081,620	5,022,173	5,181,233	3.2%
Community Development	809,059	657,582	541,335	462,446	502,027	8.6%
Transfers Out	1,159,975	632,101	951,977	1,481,678	3,055,026	106.2%
Contingency	86,563	107,559	35,923	0	150,000	
Expenditure Total	22,746,355	21,779,878	21,032,962	22,688,630	25,746,490	13.5%

GENERAL FUND

EXPENDITURES

General Government

Expenditures for the Mayor and City Council; Administration consisting of the City Clerk, City Manager, City Attorney, Personnel, Public Information, Finance, Information Systems, and Central Services. (15.3%)

Judicial

Expenditures for Municipal Court. (2.6%)

Public Safety

Expenditures for the Police Department, the Fire Department, and the Animal Control Department. (34.3%)

Public Works

Expenditures for Highways and Streets, Engineering, Public Works Administration, Landscaping, and Building Maintenance. (13.3%)

Culture and Recreation

Expenditures for the Recreation Department, Boulder City Municipal Golf Course and Boulder Creek Golf Club, Senior Citizens Center, Swimming Pool, and the Cable Television Station. (20.1%)

Community Support

Expenditures for Community Development Administration, Planning and Zoning, Building Inspection and Code Enforcement, and Urban Design. (1.9%)

Transfers Out

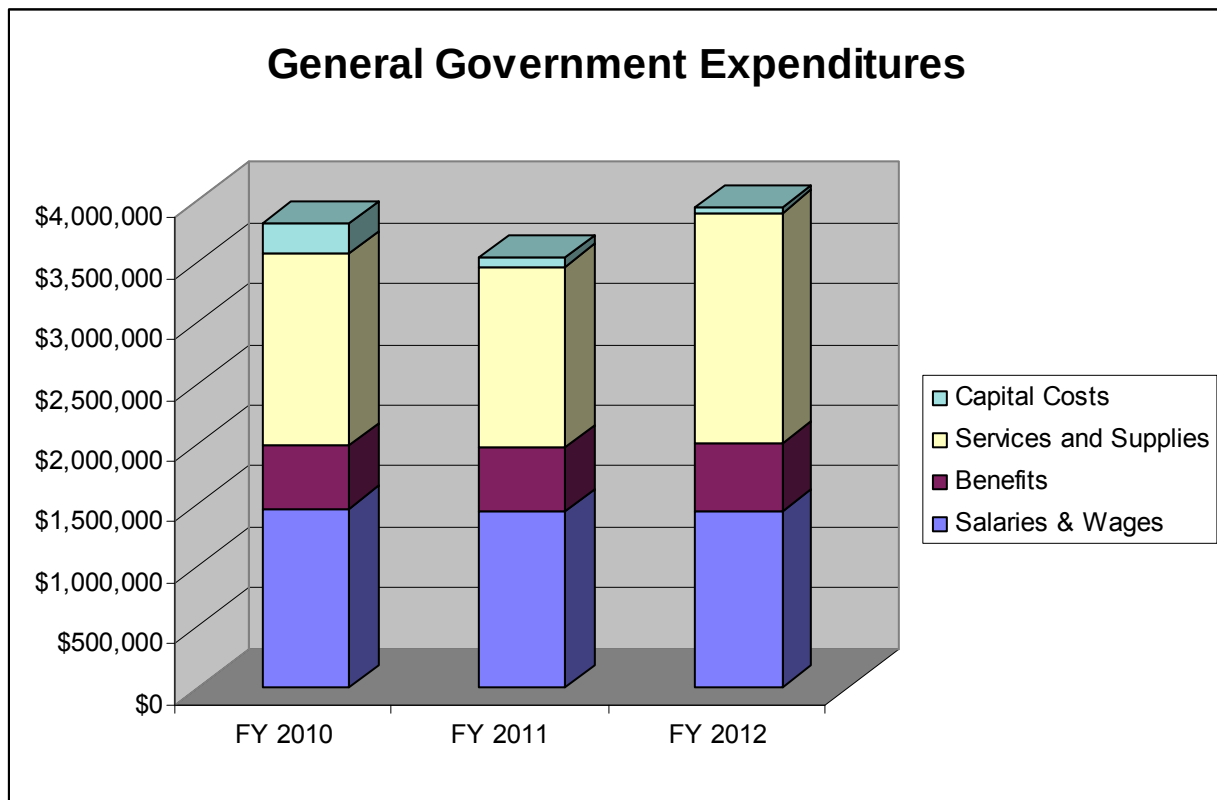
Expenditure to pay for Golf Course Debt Service and accelerated debt payments. (11.9%)

Contingencies

Budgetary reserve set aside for emergencies or unforeseen expenditures. (0.6%)

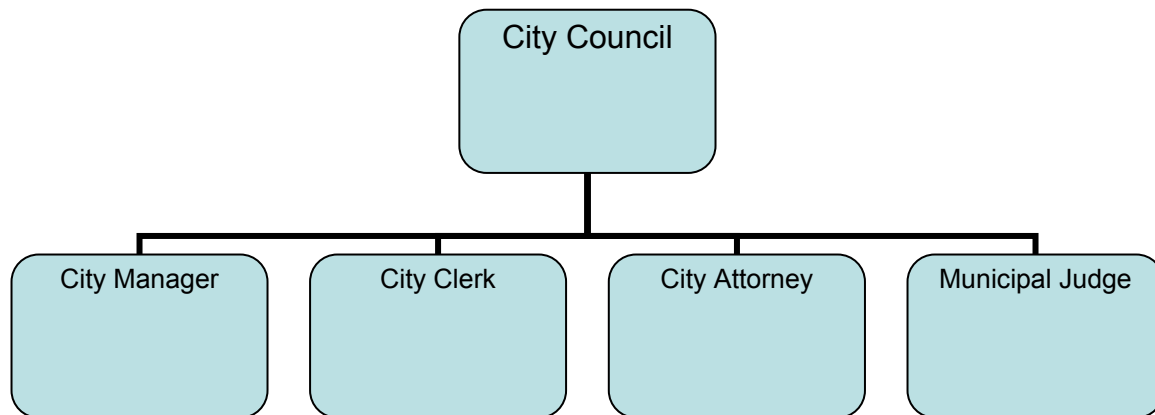
GENERAL FUND – GENERAL GOVERNMENT

	2009-10	2010-11	2011-12	Percent
General Government	Actual	Actual- Unaudited	Budget	Change
Salaries & Wages	\$1,476,427	1,456,403	1,449,804	-0.5%
Employee Benefits	509,406	517,633	562,710	8.7%
Operations	1,587,391	1,486,169	1,891,352	27.3%
Capital	243,544	71,265	38,330	-46.2%
Expenditure Total	\$3,816,768	3,531,470	3,942,196	11.6%



Departments/Divisions: Mayor and City Council, City Clerk, City Attorney, City Manager, Personnel, Public Information Officer, Finance, Information Systems, and Special Activities.

MAYOR AND CITY COUNCIL



MISSION STATEMENT/ACTIVITY DESCRIPTION.

To provide efficient and responsible government services while maintaining fiscal responsibility.
To proactively address the community's needs, enhance quality of life for residents, and preserve Boulder City's status as a small town with charm, historic heritage, and a unique identity.

GOALS & STRATEGIC ISSUES

- 1 Provide a high level of public safety during current challenges such as the bridge opening, and continue to proactively plan for the increased traffic flow.
- 2 In April 2011, the City Council adopted a formal Financial Plan that focused on debt reduction and rebuilding capital reserves. The plan includes: 1) Elimination of General Fund debt; 2) Restore adequate capital reserves in the General Fund; 3) Reduce Utility Fund debt; 4) Reduce the term of the SNWA Third Intake agreement by 16 years with estimated savings of over \$11.5M in total debt; and 5) Restore adequate capital reserves in the Utility Fund. This plan provides an opportunity for public input and will be reviewed annually to allow for adjustments and adoption in conjunction with the City's Annual Operating and Capital Budget process.
- 3 Re-evaluation of the existing utility rate structure to ensure rates recover operating and capital costs but are not in excess of what is needed to support operations.
- 4 Continue to pursue funding opportunities to offset the costs of projects and programs.
- 5 Develop policies and programs to increase the volume of outside visitors to the community highlighting the historical heritage of Boulder City and the numerous outdoor recreational amenities.
- 6 Maintain quality municipal services in all functional areas while continually investigating methods of improving services within the constraints of available resources.
- 7 Continue to maintain the City's small town character and historical ties to the construction of Hoover Dam.

GENERAL FUND – MAYOR AND CITY COUNCIL

BUDGET HIGHLIGHTS

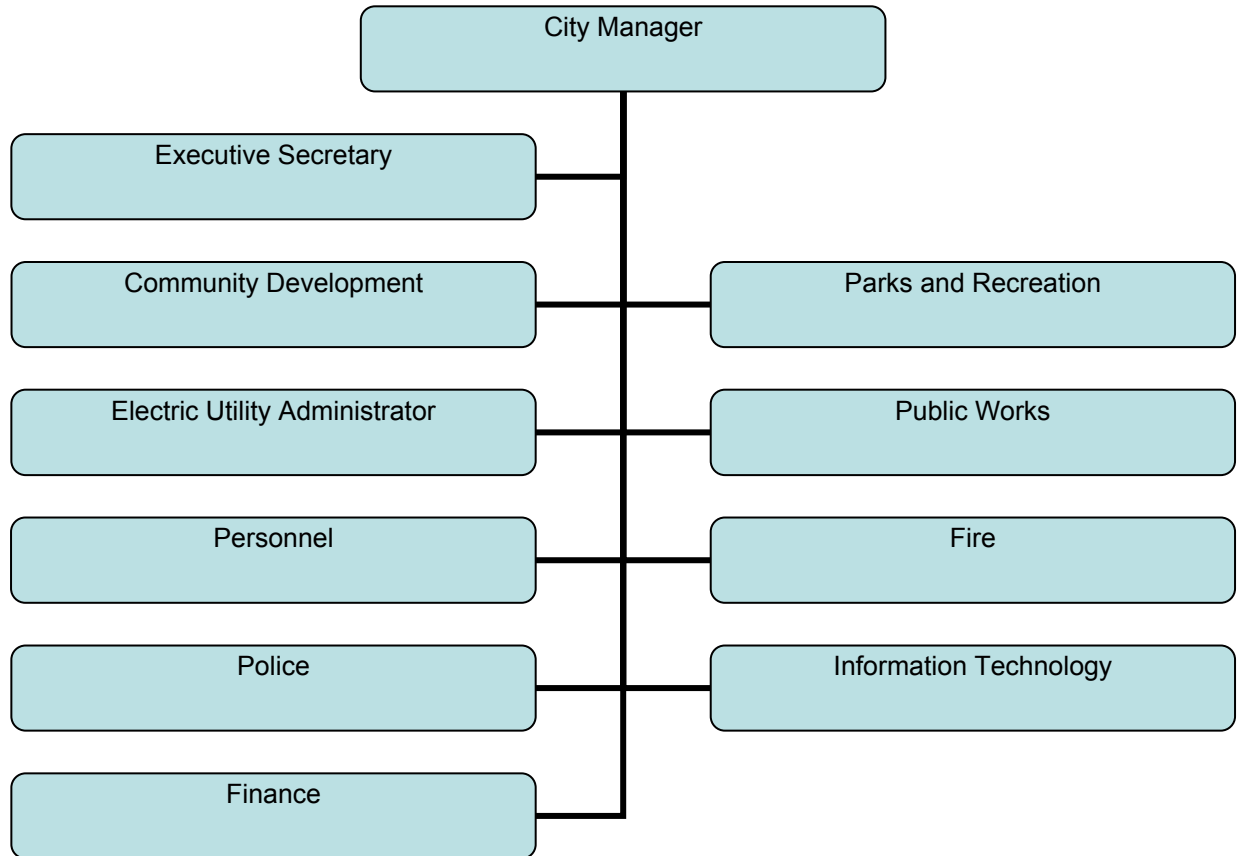
- Funding levels remained the same across most categories.
- There have been no capital requests. Existing laptops will be used for newly elected public officials if necessary.
- The Contractual Services account had been reduced to a minimal \$50 during the 2009-10 budget process. This account has been restored to \$4,000 to cover costs associated with cell phones, air cards, etc.
- Funding levels remained the same across most categories.

001-4000

GENERAL GOVERNMENT - CITY COUNCIL

		FY 2009 Actual	FY 2010 Actual	FY 2011 Budget	FY 2011 Actual- Unaudited	FY 2012 Approved Budget
<u>Salaries & Wages</u>						
1001	Regular Salaries	58,337	59,083	58,738	58,523	58,738
1002	Part-time/Temporary					
1003	Overtime					
1004	Commissions					
	Total	58,337	59,083	58,738	58,523	58,738
<u>Benefits</u>						
1501	Health Insurance	0	0	0	0	0
1502	PERS Retirement	11,959	10,442	12,627	10,174	13,951
1503	Workers Comp	1,729	1,670	5,725	1,837	5,725
1504	Medicare	846	857	853	849	853
1505	Disability/Social Security	0	706	0	695	0
	Total	14,534	13,675	19,205	13,555	20,529
<u>Services and Supplies</u>						
2000	Maintenance	0	0	0	0	0
3000	Material & Supplies	6,563	4,819	6,500	2,163	6,500
4000	Travel & Training	9,431	4,350	7,500	5,897	6,500
5000	Contractual Services	3,640	3,739	6,500	3,391	4,000
6000	Other Operating Exp.	15,016	14,371	14,000	18,581	14,000
	Total	34,650	27,279	34,500	30,032	31,000
Total Operating Costs		107,521	100,037	112,443	102,110	110,267
7000	Capital Costs	198	0	0	1,442	0
8000	Other one-time Costs	0	0	0	0	0
Total Expenditures		107,719	100,037	112,443	103,552	110,267

CITY MANAGER



MISSION STATEMENT/ACTIVITY DESCRIPTION

The City Manager oversees all of the day-to-day operations of the City. The City Manager is the chief administrative officer of the City and carries out the policies of the City Council and administers the City's budget. The City Manager directs activities consistent with the approved plans of the City, such as the Strategic Plan and Master Plan. The Public Works Director, Personnel Administrator, Police Chief, Fire Chief, Electrical Distribution Superintendent, Parks and Recreation Director, Community Development Director and Finance Director report directly to the City Manager.

GOALS & STRATEGIC ISSUES

- 1 Create a highly trained, professional and highly motivated workforce.
- 2 Recommend a budget that is consistent with community needs and balances resident's desire for services with revenues.
- 3 Recommend to the City Council an action plan that will lead the City toward a sustainable Future, including actively seeking solar energy development projects.
- 4 Find solutions to improve operations by actively engaging employees in the Change Leadership Process.
- 5 Communicate organizational goals to all employees and create an organizational culture in which employees value and demonstrate: Integrity, Fiscal Responsibility, Professional Excellence, Caring Attitude, Accessibility and Responsiveness.
- 6 Provide high quality, cost effective and reliable government services to the community.

GENERAL FUND – CITY MANAGER

BUDGET HIGHLIGHTS

- The City Manager's Office is comprised of 2 full-time employees, the City Manager and an Executive Secretary.
- Travel & training has been reduced by \$4,701; total budget is \$4,000.
- Contractual Services includes \$20,00 for the strategic plan update and \$3,000 for Wellness Committee activities.
- No overtime is budgeted.
- No other requests are authorized
- Reduced levels of service can be anticipated in that no clerical support has been funded to cover the secretary's vacation, sick leave, lunch hour or other absences.

001-4100

GENERAL GOVERNMENT - CITY MANAGER

		FY 2009 Actual	FY 2010 Actual	FY 2011 Budget	FY 2011 Actual- Unaudited	FY 2012 Approved Budget
<u>Salaries & Wages</u>						
1001	Regular Salaries	221,284	221,563	219,253	210,543	211,673
1002	Part-time/Temporary	47,188	228	0	780	0
1003	Overtime	0	0	0	0	0
1004	Commissions					
	Total	268,472	221,791	219,253	211,323	211,673
<u>Benefits</u>						
1501	Health Insurance	21,511	21,297	22,707	21,297	22,711
1502	PERS Retirement	52,945	46,886	47,142	45,000	50,273
1503	Workers Comp	3,506	2,086	2,290	3,085	2,260
1504	Medicare	4,311	3,648	3,180	3,424	3,165
1505	Disability/Social Security	417	14	0	48	0
	Total	82,690	73,931	75,319	72,854	78,409
<u>Services and Supplies</u>						
2000	Maintenance	0	0	500	-59	500
3000	Material & Supplies	4,457	4,043	5,400	1,695	6,800
4000	Travel & Training	9,120	5,400	9,400	9,467	9,400
5000	Contractual Services	1,808	3,868	25,700	4,201	25,700
6000	Other Operating Exp.	4,342	1,240	7,500	4,075	2,500
	Total	19,727	14,551	48,500	19,379	44,900
Total Operating Costs		370,889	310,273	343,072	303,556	334,982
7000	Capital Costs	20,375	0	1,400	1,326	0
8000	Other one-time Costs	0	0	0	0	0
Total Expenditures		391,264	310,273	344,472	304,882	334,982

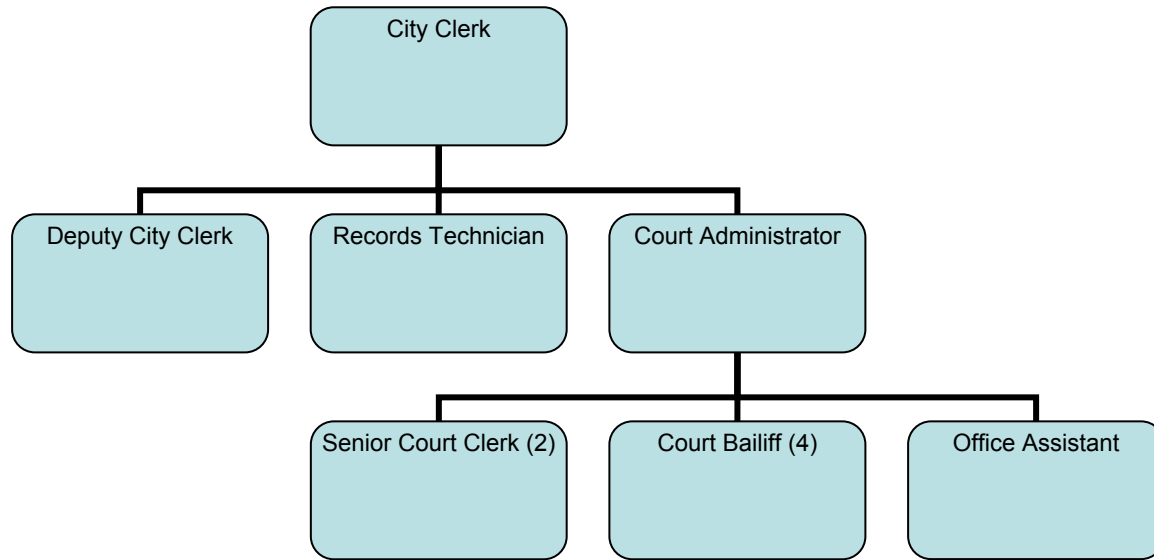
GENERAL FUND – CITY MANAGER

OPERATING STATISTICS AND PERFORMANCE MEASURES:

The following table presents operating statistics and performance measures compiled from established data bases and internal documents. Information for 2011 and 2012 has been estimated. This information is presented in support of the basic budget estimates. Meaningful benchmark targets are provided for comparison purposes

	2009 Actual	2010 Actual	2011 Estimated	2012 Estimated
<u>Operating Statistics:</u>				
Meetings & Conf - Nat'l, State, Local, Civic	279	267	300	300
Council communications	235	245	300	310
Special Projects	240	230	220	230
Full-time equivalent positions (FTE)	173	165	154	153
<u>Performance Measures:</u>				
Manager vs. General Fund budget	1.8%	1.5%	1.4%	1.4%
Governmental FTEs (per 1000 people)	11.8	11.1	10.3	10.2

CITY CLERK



MISSION STATEMENT/ACTIVITY DESCRIPTION.

The City Clerk's office serves the City of Boulder City as its election official, public records manager, and legislative liaison. The department focuses on archives and records management for the City, providing support staff for the City Council and volunteer boards, and providing election and administrative services for the community. Other public information resources and services are offered by the City Clerk's office – U.S. Passport Agency, Public Notary, Oath Administration, and Certification of public records.

GOALS & STRATEGIC ISSUES.

- Provide public records and information to staff and residents, utilizing up-to-date technology to ensure transparency in government.
- Provide the residents of Boulder City with an election process of integrity offering responsive and efficient election-related services, including community outreach to inform and educate the public.
- Act as an effective administrative liaison to the City Council, the City boards and commissions, and the community, ensuring compliance with the Nevada Open Meeting Law, the City Code, and the City Charter.
- Continue efforts to incorporate additional public services, such as audio and video recordings of City Council meetings on the City website and eventually include all committee and commission meetings
- Process agendas, public notices, ordinances, resolutions, and municipal codification.
- Research additional technology to increase accessibility to public records.
- Improve the evaluation/assessment of department records to ensure compliance with the City/State retention schedules and protect public records.
- Develop and implement a disaster recovery program to guarantee access to the City's business essential records.

GENERAL FUND – GENERAL GOVERNMENT

BUDGET HIGHLIGHTS

- The City Clerk Department consists of three positions; City Clerk, Deputy City Clerk, and a Records and Archives Technician. The Deputy City Clerk was filled December 30, 2010. This position had been vacant for 18 months.
- The Travel and Training portion of the FY 2011 – 2012 budget has been reduced 75% during the past 36 months and remains at minimal levels. The City Clerk, Deputy City Clerk, and Records and Archives Technician are required to obtain or maintain certifications in their profession.
- **Contractual Services:** There was a slight increase of \$ 3,260 in the Contractual Services account due to increased costs of records management and video/audio software. Options are currently being pursued to reduce the costs in this category.

GENERAL GOVERNMENT - CITY CLERK

		FY 2009 Actual	FY 2010 Actual	FY 2011 Budget	FY 2011 Actual- Unaudited	FY 2012 Approved Budget
<u>Salaries & Wages</u>						
1001	Regular Salaries	236,229	170,144	201,123	192,075	224,199
1002	Part-time/Temporary	266	4,365	12,500	3,618	0
1003	Overtime	0	0	0	0	0
1004	Commissions					
	Total	236,495	174,509	213,623	195,693	224,199
<u>Benefits</u>						
1501	Health Insurance	31,945	22,184	29,765	26,621	33,394
1502	PERS Retirement	47,306	35,510	43,240	41,016	53,247
1503	Workers Comp	3,206	2,089	3,053	3,470	3,390
1504	Medicare	3,480	2,518	3,098	2,896	3,251
1505	Disability/Social Security	17	271	775	224	0
	Total	85,954	62,572	79,931	74,227	93,282
<u>Services and Supplies</u>						
2000	Maintenance	1,103	1,858	3,050	1,158	4,050
3000	Material & Supplies	2,471	4,036	3,000	1,997	3,000
4000	Travel & Training	12,838	3,679	4,000	1,737	4,000
5000	Contractual Services	18,458	41,028	183,881	119,898	54,576
6000	Other Operating Exp.	1,603	450	2,000	1,131	2,000
	Total	36,473	51,051	195,931	125,921	67,626
Total Operating Costs		358,922	288,132	489,485	395,841	385,107
7000	Capital Costs	77,869	0	0	0	0
8000	Other one-time Costs	0	0	0	0	4,410
Total Expenditures		436,791	288,132	489,485	395,841	389,517

GENERAL FUND – GENERAL GOVERNMENT

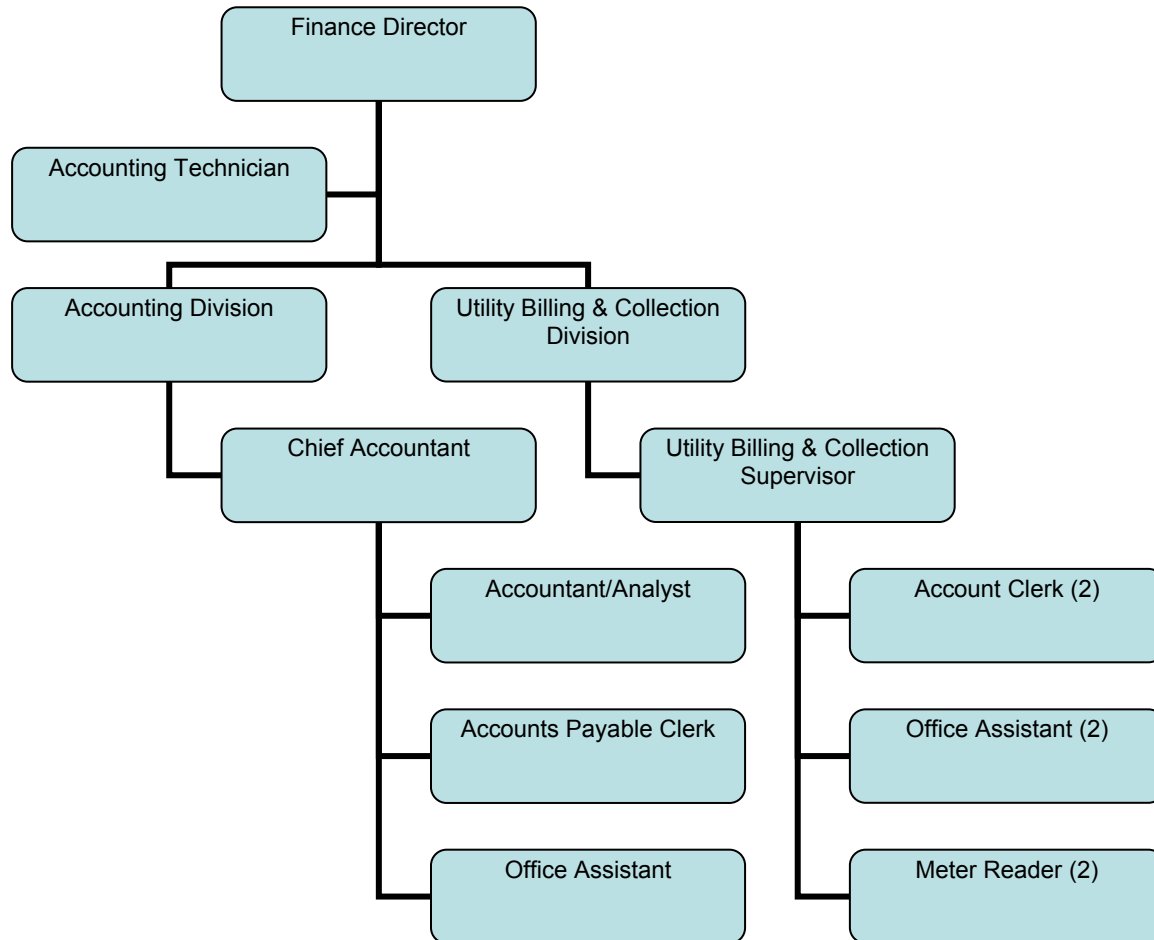
OPERATING STATISTICS AND PERFORMANCE MEASURES:

The following table presents operating statistics and performance measures compiled from established data bases and internal documents. Information for 2011 and 2012 has been estimated. This information is presented in support of the basic budget estimates. Meaningful benchmark targets are provided for comparison purposes

	2009	2010	2011	2012
<u>Operating Statistics</u>	<u>Actual</u>	<u>Actual</u>	<u>Estimated</u>	<u>Estimated</u>
Resolutions/ordinances processed	275	265	255	255
Official meetings noticed & recorded	120	110	115	116
Pages of minutes processed	901	916	929	932
Passports processed	129	119	111	120
Passport Pictures	119	109	101	110
Provided clerical support to # of meetings	51	56	50	60
<u>Performance Measures:</u>				
City Clerk vs. General Fund budget	2.0%	1.4%	1.9%	1.6%
Percent of elections held that comply with election laws	100%	100%	100%	100%
Number of document destructions	12	12	52	52

GENERAL FUND – GENERAL GOVERNMENT

FINANCE



MISSION STATEMENT/ACTIVITY DESCRIPTION

The Finance Director serves as the Chief Financial Officer of the City providing administering the financial policies established by the City Council, recommends new/updated policy for City Council consideration, and oversees the City's investment activities. The Finance Director also serves as the City Real Estate Officer. The Finance Department includes the Administration/Land Management Division, Accounting Division and the Utility Billing/Collection Division. Administrative functions include oversight of the City's payroll/benefits and risk management activities providing adequate protection of the City's assets and sufficient coverage to minimize potential liability issue. The Accounting Division is responsible for the maintenance of the City's financial reporting systems, budget preparation, processing vendor payments, and establishing a system of internal financial controls to monitor financial results. The Utility Billing and Collections division reads the City's water and electric meters, bills and collects all utility payments, administers the business and liquor licensing regulations, other various permits, and is the primary collection and deposit point for moneys due the City.

GENERAL FUND – GENERAL GOVERNMENT

GOALS & STRATEGIC ISSUES

- Provide timely and accurate financial reporting to the City Council, Management, and the Citizens of Boulder City
- Provide budgetary oversight and accounting system support to all City departments
- Continue to participate in the GFOA's Award for Excellence in Financial Reporting and Distinguished Budget Presentation Award
- Assist in the development of a "Sustainable Financial" plan to provide for the City's financial future

BUDGET HIGHLIGHTS

- Base budget to remain constant with FY2010-11 levels with no increase
The Finance Director entry salary has been reduced by 10% and no auto allowance will be provided, per the City Council's directive.

GENERAL FUND – GENERAL GOVERNMENT

GENERAL GOVERNMENT - FINANCE

		FY 2009 Actual	FY 2010 Actual	FY 2011 Budget	FY 2011 Actual- Unaudited	FY 2012 Approved Budget
<u>Salaries & Wages</u>						
1001	Regular Salaries	482,279	489,042	480,290	471,105	467,550
1002	Part-time/Temporary	0	0	0	0	0
1003	Overtime	0	0	0	47	0
1004	Commissions					
	Total	482,279	489,042	480,290	471,152	467,550
<u>Benefits</u>						
1501	Health Insurance	63,890	63,890	67,007	63,003	67,019
1502	PERS Retirement	96,891	102,797	103,262	100,686	111,044
1503	Workers Comp	6,441	5,865	6,870	7,498	6,780
1504	Medicare	6,376	6,444	6,985	6,273	5,832
1505	Disability/Social Security	0	0	0	0	0
	Total	173,598	178,996	184,124	177,460	190,675
<u>Services and Supplies</u>						
2000	Maintenance	0	0	0	0	0
3000	Material & Supplies	9,720	6,484	8,000	7,300	8,000
4000	Travel & Training	7,528	5,087	8,200	5,676	4,000
5000	Contractual Services	30,708	31,404	42,000	45,153	42,000
6000	Other Operating Exp.	1,156	518	1,000	501	1,000
	Total	49,112	43,493	59,200	58,630	55,000
Total Operating Costs		704,989	711,531	723,614	707,242	713,225
7000	Capital Costs	1,315	0	2,000	3,211	0
8000	Other one-time Costs	0	0	0	0	0
Total Expenditures		706,304	711,531	725,614	710,453	713,225

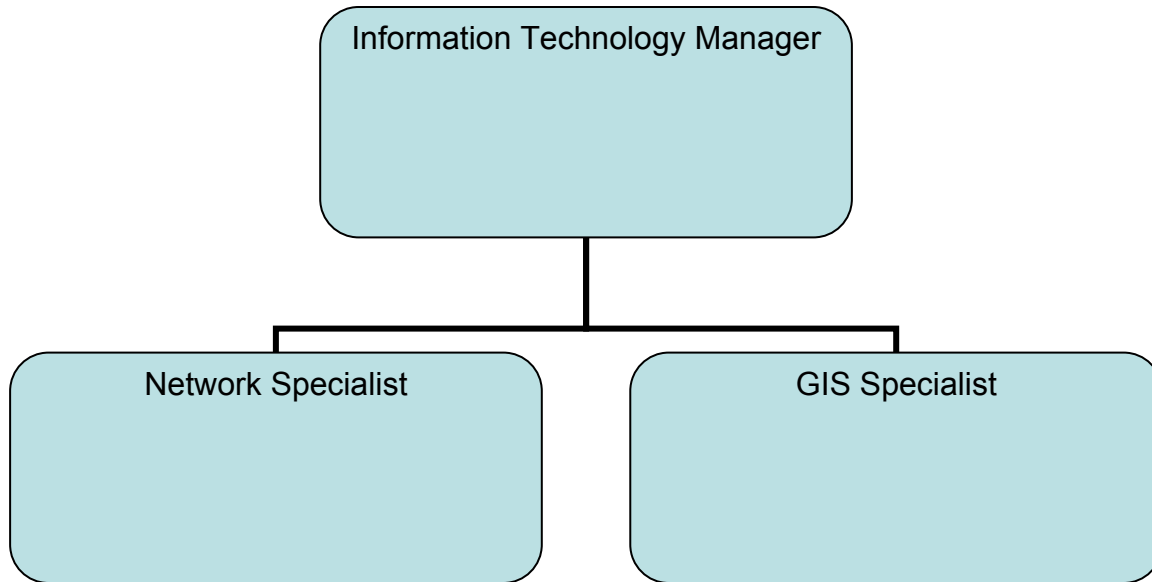
GENERAL FUND – GENERAL GOVERNMENT

OPERATING STATISTICS AND PERFORMANCE MEASURES:

The following table presents operating statistics and performance measures compiled from established data bases and internal documents. Information for 2011 and 2012 has been estimated. This information is presented in support of the basic budget estimates. Meaningful benchmark targets are provided for comparison purposes

	2009 Actual	2010 Actual	2011 Estimated	2012 Estimated
<u>Operating Statistics</u>				
Payroll checks issued	8,918	8,881	8,696	8,562
Vendor checks issued	7,611	7,602	7,562	7,363
Years CAFR/Budget received GFOA awards	19/7	20/8	21/9	
Voided vendor checks	117	119	114	110
<u>Performance Measures:</u>				
Finance vs. General Fund budget	3.2%	3.4%	3.4%	2.9%
Issuer credit rating	AA	AA	AA	AA
Average interest rate on debt	3.7%	3.7%	3.5%	3.4%

INFORMATION SYSTEMS



MISSION STATEMENT/ACTIVITY DESCRIPTION

To continue providing quality technological support services to all departments. These services should extend to citizens to achieve citywide goals.

GOALS & STRATEGIC ISSUES

- 1 Provide responsive and effective services and solutions for data and telecommunications systems using innovative and cost-effective solutions
- 2 Assist in achieving city wide goals to the community directly through the Information Systems department and individual departments.
- 3 Implement and maintain new and existing systems using; leading-edge technology, best-of-breed products, and premium security measures in a stable, reliable environment
- 4 Continue to accomplish goals and improve productivity and efficiency without increasing payroll
 - Utilize technical tools and utilities, training, and contractual services including; educational products and knowledge transfer
 - Coordinate and communicate effectively with all department personnel to achieve City and department goals
 - Streamline operations and use business process reengineering where necessary, utilize technical and educational tools, define, prioritize needs to improve and/or obtain superb results

GENERAL FUND – GENERAL GOVERNMENT

BUDGET HIGHLIGHTS

- The Information Systems Division is comprised of three full-time employees: the Manager, GIS Specialist and a Network Specialist
- New VoIP Phone system has recognized much savings due to remote building support and long distance included in PRI contract.
- New VoIP E911 system will eliminate point of failure due to more robust system
- Migrating legacy application systems to new open-source, high availability servers will reduce cost and provide more efficiencies for departments

001-4310

GENERAL GOVERNMENT - INFORMATION SYSTEMS

		FY 2009 Actual	FY 2010 Actual	FY 2011 Budget	FY 2011 Actual- Unaudited	FY 2012 Approved Budget
<u>Salaries & Wages</u>						
1001	Regular Salaries	174,686	172,899	171,418	168,017	171,418
1002	Part-time/Temporary	0	0	0	0	0
1003	Overtime	0	0	0	0	0
1004	Commissions					
	Total	174,686	172,899	171,418	168,017	171,418
<u>Benefits</u>						
1501	Health Insurance	21,297	21,297	22,402	21,297	22,402
1502	PERS Retirement	34,821	36,657	34,155	35,903	40,712
1503	Workers Comp	2,042	2,011	2,290	2,214	2,260
1504	Medicare	2,727	2,749	2,486	2,624	2,547
1505	Disability/Social Security	0	0	0	0	0
	Total	60,887	62,714	61,333	62,038	67,921
<u>Services and Supplies</u>						
2000	Maintenance	3,643	5,108	10,400	7,250	10,400
3000	Material & Supplies	6,732	4,982	2,920	3,666	2,920
4000	Travel & Training	18,660	5,115	8,200	5,472	8,200
5000	Contractual Services	247,545	412,792	381,303	205,624	377,253
6000	Other Operating Exp.	805	120	3,000	2,302	3,000
	Total	277,385	428,117	405,823	224,314	401,773
Total Operating Costs		512,958	663,730	638,574	454,369	641,112
7000	Capital Costs	54,987	243,544	80,000	42,286	0
8000	Other one-time Costs	0	0	0	0	8,720
Total Expenditures		567,945	907,274	718,574	496,655	649,832

GENERAL FUND – GENERAL GOVERNMENT

OPERATING STATISTICS AND PERFORMANCE MEASURES:

The following table presents operating statistics and performance measures compiled from established data bases and internal documents. Information for 2011 and 2012 has been estimated. This information is presented in support of the basic budget estimates. Meaningful benchmark targets are provided for comparison purposes

	2009 Actual	2010 Actual	2011 Estimated	2012 Estimated
<u>Operating Statistics</u>				
Unscheduled network downtime	<1.0%	<1.0%	<1.0%	<1.0%
I.T. support staff vs. system users	1:57	1:57	1:55	1:51
I.T. budget for user training	5.8%	5.1%	3.6%	1.2%
 <u>Performance Measures:</u>				
I.T. vs. General Fund budget	2.7%	4.3%	2.3%	3.1%
I.T. spending per employee	3282	3211	4976	4566
Percent of I.T. budget expended	96%	95%	97%	98%

CENTRAL SERVICES

This budget provides for general services for all City departments that are not specifically related to a particular departmental budget. It includes the following major activities:

- Printing and Supplies
- Insurance and Bonds
- Unemployment Compensation
- Postage
- Compensated Absences
- Programming and Special Activities
- Safety Committee
- Claims
- Equipment Replacement Reserve
- Interlocal Agreements
- Special Events
- State of the City, Employee Recognition
- 4th of July Fireworks
- Christmas Lighting

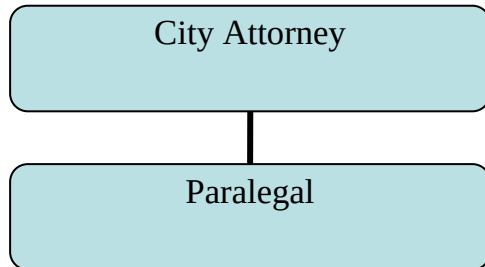
GENERAL FUND – GENERAL GOVERNMENT

001-4700

GENERAL GOVERNMENT - CENTRAL SERVICES

		FY 2009 Actual	FY 2010 Actual	FY 2011 Budget	FY 2011 Actual- Unaudited	FY 2012 Approved Budget
<u>Salaries & Wages</u>						
1001	Regular Salaries					
1002	Part-time/Temporary	0	17,894	0	19,758	10,000
1003	Overtime					
1004	Commissions					
	Total	0	17,894	0	19,758	10,000
<u>Benefits</u>						
1501	Health Insurance					
1502	PERS Retirement	0	0	0	0	0
1503	Workers Comp	0	483	0	620	0
1504	Medicare	0	248	0	287	0
1505	Disability/Social Security		1,060	0	1,225	0
	Total	0	1,791	0	2,132	0
<u>Services and Supplies</u>						
2000	Maintenance	0	0	0	0	0
3000	Material & Supplies	516,937	222,922	255,500	126,706	330,500
4000	Travel & Training	0	0	0	0	0
5000	Contractual Services	684,026	596,981	560,310	719,227	620,388
6000	Other Operating Exp.	0	0	0	0	0
	Total	1,200,963	819,903	815,810	845,933	950,888
Total Operating Costs		1,200,963	839,588	815,810	867,823	960,888
7000	Capital Costs	0	0	25,200	23,000	25,200
8000	Other one-time Costs	0	0	0	0	0
Total Expenditures		1,200,963	839,588	841,010	890,823	986,088

CITY ATTORNEY



MISSION STATEMENT/ACTIVITY DESCRIPTION.

To provide affordable, quality legal advice and counsel to the City Council, Boards and Commissions, City departments in the conduct of City business and to effectively advocate the City's position in all judicial and administrative proceedings.

GOALS & STRATEGIC ISSUES.

- 1 In accordance with the City Charter, the City Attorney provides legal counsel and representation to the City's elected and appointed policy-makers. It serves the public interest by providing these clients with the affordable, quality legal advice and representation that they need to best achieve their policies and goals. As the City's general counsel, the City Attorney provides a wide range of general legal services to the City and is the chief legal advisor to the City Council, City Manager, Redevelopment Agency, City departments, and all appointed boards and commissions. While performing his duties as the City's chief legal advisor, the City Attorney, among other things, manages all outside counsel, reviews and negotiates City contracts and agreements, proffers advice on labor and employment issues, helps draft and review legislation, litigates civil cases, and prosecutes a limited number of Municipal Code violations.

BUDGET HIGHLIGHTS.

- The City Attorney's office continues to provide quality legal services while holding the line on costs and expenses other than unforeseeable costs related to the occasional and necessary involvement of outside counsel for complex matters beyond the resources of the City Attorney's office. The contractual reserve money for Outside Legal Counsel is being increased from \$65,000. to \$150,000.

GENERAL FUND – GENERAL GOVERNMENT

001-4400

GENERAL GOVERNMENT - CITY ATTORNEY

		FY 2009 Actual	FY 2010 Actual	FY 2011 Budget	FY 2011 Actual- Unaudited	FY 2012 Approved Budget
<u>Salaries & Wages</u>						
1001	Regular Salaries	197,577	199,856	194,587	198,807	195,310
1002	Part-time/Temporary	0	0	0	0	0
1003	Overtime	0	0	0	0	0
1004	Commissions					
	Total	197,577	199,856	194,587	198,807	195,310
<u>Benefits</u>						
1501	Health Insurance	21,297	21,297	22,547	21,297	22,551
1502	PERS Retirement	39,497	41,656	41,750	42,473	46,387
1503	Workers Comp	2,080	1,973	2,290	2,372	2,260
1504	Medicare	2,911	2,940	2,816	2,927	2,893
1505	Disability/Social Security	0	0	0	0	0
	Total	65,785	67,866	69,403	69,069	74,091
<u>Services and Supplies</u>						
2000	Maintenance	0	0	0	0	0
3000	Material & Supplies	435	-190	1,100	498	1,100
4000	Travel & Training	8,493	4,370	8,000	4,605	8,000
5000	Contractual Services	40,017	41,276	45,320	41,219	45,320
6000	Other Operating Exp.	11,499	66,356	73,145	75,861	158,145
	Total 60,444	60,444	111,812	127,565	122,183	212,565
Total Operating Costs		323,806	379,534	391,555	390,059	481,966
7000	Capital Costs	0	0	0	0	0
8000	Other one-time Costs	0	0	0	0	0
Total Expenditures		323,806	379,534	391,555	390,059	481,966

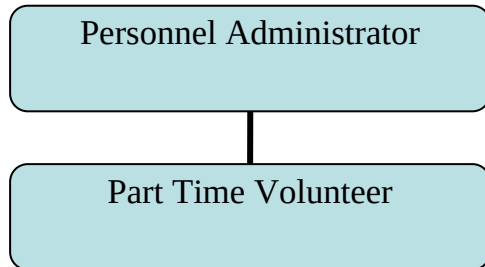
GENERAL FUND – GENERAL GOVERNMENT

OPERATING STATISTICS AND PERFORMANCE MEASURES:

The following table presents operating statistics and performance measures compiled from established data bases and internal documents. Information for 2011 and 2012 has been estimated. This information is presented in support of the basic budget estimates. Meaningful benchmark targets are provided for comparison purposes

	2009 Actual	2010 Actual	2011 Estimated	2012 Estimated
<u>Operating Statistics</u>				
Prepare criminal complaints	365	374	400	420
Prepare subpoenas	90	93	96	100
Prepare legal correspondence	482	489	500	490
Process discovery requests	138	131	150	140
<u>Performance Measures:</u>				
Attorney vs. General Fund budget	1.5%	1.8%	1.8%	2.3%
Percent of Attorney budget expended	101%	101%	100%	100%

PERSONNEL



MISSION STATEMENT/ACTIVITY DESCRIPTION.

The City of Boulder City Personnel Administration is committed to providing excellence in the delivery of programs and services to support internal and external customers.

The City of Boulder City Personnel Administration ensures that the City's management team and employees are in compliance with the Civil Service Rules, State statutes, Federal mandates, entitlements and laws. Beyond compliance, Personnel seeks to partner with all departments and employees to hire, compensate, support, and develop a workforce that is dedicated and focused on delivering high-quality services to the community in a cost-effective manner.

The Personnel Administrator reports directly to the City Manager and assures that all applicants and employees are treated in a fair and respectful manner. The Personnel Administrator supports the City Manager's goal of creating a highly trained and effective workforce by providing for the continuous training of employees, competitive recruitment, careful screening and constant assessment of workforce needs.

GENERAL FUND – GENERAL GOVERNMENT

GOALS & STRATEGIC ISSUES

- 1 Maintain and ensure compliance with the Civil Service Rules, State statutes, Federal mandates, entitlements and laws pertaining to all personnel related matters.
- 2 Manage labor/management relations, bargaining unit contract administration and related matters.
- 3 Management of Worker's Compensation, Occupational Safety and Health Administration, personnel records retention, Family and Medical Leave Act compliance, Department of Transportation's drug and alcohol testing program requirements.
- 4 Provide support services toward the enhancement of the employee assistance program, the employee service awards program, professional development, the tuition reimbursement program, the employee wellness program and the public employee's retirement system.
- 5 Seek no cost/low cost outside training and tap in-house trainers for no cost training. All areas will be negatively impacted by reduced opportunities for professional development and training, particularly Personnel in the areas of compliance and maintenance.
- 6 Maintain in an efficient and effective manner, the job description/job classification system.
- 7 Provide a system of Personnel Administration consistent with fair and open recruitment and maintain all personnel records in an orderly and efficient fashion.
- 8 Manage recruitments including advertising, examination processes, pre-employment physicals, drug testing, physical fitness examinations, background investigations and new hire orientations.

BUDGET HIGHLIGHTS

Request to reclassify part-time Secretary to full-time Secretary has been denied.

Request to fill part-time Secretary has been denied. Service decrease due to no administrative support. When the Personnel Administrator is unavailable or absent, HR services are greatly hindered.

This budget reflects the minimum funding necessary to operate centralized full-service Personnel Administration which includes areas such as legal compliance; employment and testing; classification and compensation management; benefits administration; employee development and training; volunteer services; employee relations; employee and applicant records; and personnel information systems transactions.

Training and travel budgets have been drastically reduced, and in an effort to continue striving toward our goal of a highly trained and effective workforce, Personnel is seeking low-cost/no-cost training and is tapping subject matter experts within the City employee rolls to provide useful and meaningful in-house training opportunities.

Request to solicit a qualified individual or consultant to conduct a comprehensive classification and compensation study. The purpose of the classification and compensation study is to address changes in City operations and staffing over the last several years, which may have affected the type, scope and level of work being performed. The objective is to have a credible Classification & Compensation Plan that recognizes these changes; ensures positions performing similar work with essentially the same level of complexity, responsibility, and knowledge, skills and abilities are classified together; provides salaries commensurate with assigned duties; clearly outlines promotional opportunities and provides recognizable compensation growth; provides justifiable pay differential between individual classes; and maintains currency with relevant labor markets. \$80,000 is requested to meet this objective.

No overtime has been budgeted.
No capital outlay has been authorized.

GENERAL FUND – GENERAL GOVERNMENT

001-4600

GENERAL GOVERNMENT - PERSONNEL

		FY 2009 Actual	FY 2010 Actual	FY 2011 Budget	FY 2011 Actual- Unaudited	FY 2012 Approved Budget
<u>Salaries & Wages</u>						
1001	Regular Salaries	50,582	51,015	90,168	92,741	92,196
1002	Part-time/Temporary	0	12,718	0	0	0
1003	Overtime	0	107	0	0	0
1004	Commissions					
	Total	50,582	63,840	90,168	92,741	92,196
<u>Benefits</u>						
1501	Health Insurance	6,212	5,324	11,250	10,648	11,252
1502	PERS Retirement	10,664	11,569	19,386	19,822	21,897
1503	Workers Comp	95	1,400	1,145	1,132	1,130
1504	Medicare	814	890	1,307	1,337	1,337
1505	Disability/Social Security	0	447	0	0	0
	Total	17,785	19,630	33,088	32,939	35,616
<u>Services and Supplies</u>						
2000	Maintenance	0	0	500	0	500
3000	Material & Supplies	2,369	2,953	7,400	4,916	7,400
4000	Travel & Training	17,031	8,078	7,000	2,878	7,000
5000	Contractual Services	19,277	17,647	39,100	17,860	79,100
6000	Other Operating Exp.	8,222	9,735	10,000	9,639	10,000
	Total	46,899	38,413	64,000	35,293	104,000
Total Operating Costs		115,266	121,883	187,256	160,973	231,812
7000	Capital Costs	0	0	0	0	0
8000	Other one-time Costs	0	0	0	0	0
Total Expenditures		115,266	121,883	187,256	160,973	231,812

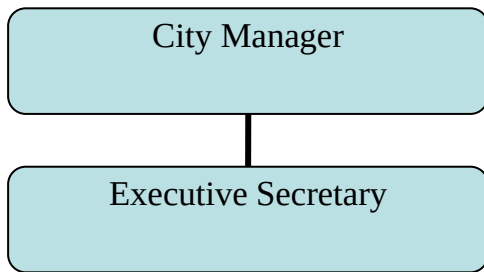
OPERATING STATISTICS AND PERFORMANCE MEASURES:

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GENERAL FUND – GENERAL GOVERNMENT

	2009 Actual	2010 Actual	2011 Estimated	2012 Estimated
<u>Operating Statistics:</u>				
Recruitment Apps/Interest Cards	3302	3032	3022	3220
Policy Dev./Empl. Awareness	441	402	396	387
Employee Labor Issues	290	260	250	240
Committees/Group Meetings	122	120	125	120
Recognition & Other City Programs	10	10	9	8
Worker's Comp. Claims Admin.	21	20	21	20
<u>Performance Measures:</u>				
Personnel vs. General Fund budget	0.5%	0.6%	0.8%	1.0%
Percent of Personnel budget expended	86%	86%	85%	90%
Health insurance increase	3.6%	0.0%	0.0%	0.0%

PUBLIC INFORMATION OFFICER



MISSION STATEMENT/ACTIVITY DESCRIPTION.

In November, 2010, the full-time position of Public Information Officer/BCTV Coordinator was left unfunded. This was after the merging of the Public Information Office and BCTV in February, 2009. The mission of both entities is to circulate to Boulder City residents and the media information regarding City programs, policies, projects and activities. The weekly "City News For Your Information" column has been eliminated, and the City Manager's Office has taken over the monthly utility mailer which is sent to all customers in Boulder City. The BCTV program "For Your Information" program has been eliminated, and the City is seeking volunteers to add to BCTV regular programming City Council meetings continue to be aired on BCTV, and the bulletin board is maintained. BCTV also airs programming provided by others and serves as a community access television station. Programming from Clark County and other government agencies is also aired.

GENERAL FUND – GENERAL GOVERNMENT

GOALS & STRATEGIC ISSUES.

- 1 Record and present City Council meetings on BCTV.
- 2 Maintain the BCTV bulletin board.
- 3 Continue to work with volunteers so community access to BCTV is retained.

BUDGET HIGHLIGHTS.

- The Public Information Office and BCTV have been merged and the Public Information Officer/BCTV Coordinator position has been eliminated. One part-time employee staffs the Department to cover City Council meetings and programming.
- Overall budget has been reduced from \$103,634 last year to \$44,507 this year.
- This is a bare bones budget with reduced service levels per the City Council's direction in November 2010.
- Small amount of funding has been allocated for technical support services, licenses and equipment repair.

GENERAL FUND – GENERAL GOVERNMENT

001-4900

GENERAL GOVERNMENT - PUBLIC INFORMATION

		FY 2009 Actual	FY 2010 Actual	FY 2011 Budget	FY 2011 Actual- Unaudited	FY 2012 Approved Budget
<u>Salaries & Wages</u>						
1001	Regular Salaries	71,709	77,513	71,916	30,426	0
1002	Part-time/Temporary	0	0	0	9,963	18,720
1003	Overtime	0	0	0	0	0
1004	Commissions					
	Total	71,709	77,513	71,916	40,389	18,720
<u>Benefits</u>						
1501	Health Insurance	10,541	10,648	11,118	5,324	0
1502	PERS Retirement	14,423	15,535	15,462	6,542	0
1503	Workers Comp	1,053	975	1,145	374	1,130
1504	Medicare	1,040	1,073	1,043	570	271
1505	Disability/Social Security	0	0	0	549	786
	Total	27,057	28,231	28,768	13,359	2,187
<u>Services and Supplies</u>						
2000	Maintenance	0	0	0	0	0
3000	Material & Supplies	302	9,701	10,650	5,609	6,000
4000	Travel & Training	404	321	600	86	600
5000	Contractual Services	34,327	42,015	40,950	18,763	16,250
6000	Other Operating Exp.	733	735	750	26	750
	Total	35,766	52,772	52,950	24,484	23,600
Total Operating Costs		134,532	158,516	153,634	78,232	44,507
7000	Capital Costs	0	0	0	0	0
8000	Other one-time Costs	0	0	0	0	0
Total Expenditures		134,532	158,516	153,634	78,232	44,507

GENERAL FUND – GENERAL GOVERNMENT

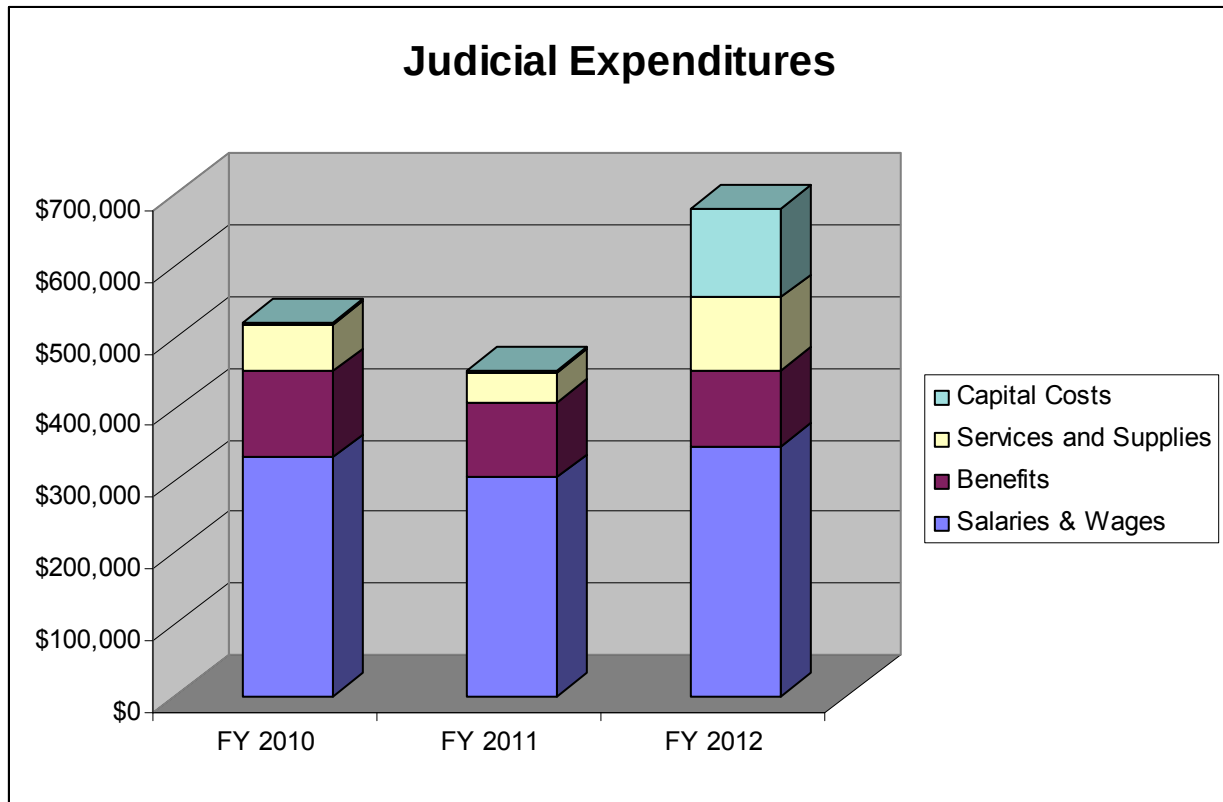
OPERATING STATISTICS AND PERFORMANCE MEASURES:

The following table presents operating statistics and performance measures compiled from established data bases and internal documents. Information for 2011 and 2012 has been estimated. This information is presented in support of the basic budget estimates. Meaningful benchmark targets are provided for comparison purposes

	2009 Actual	2010 Actual	2011 Estimated	2012 Estimated
<u>Operating Statistics:</u>				
Submission to Boulder City Newspaper	52	52	0	0
BC TV Program FYI	49	49	0	20
Monthly Utility Inserts	12	12	0	0
City News E-Mail Columns	42	42	0	0
News Releases - All departments	26	26	0	0
<u>Performance Measures:</u>				
Public Information vs. General Fund budget	0.6%	0.8%	0.4%	0.2%
Percent of Personnel budget expended	100%	100%	99%	100%

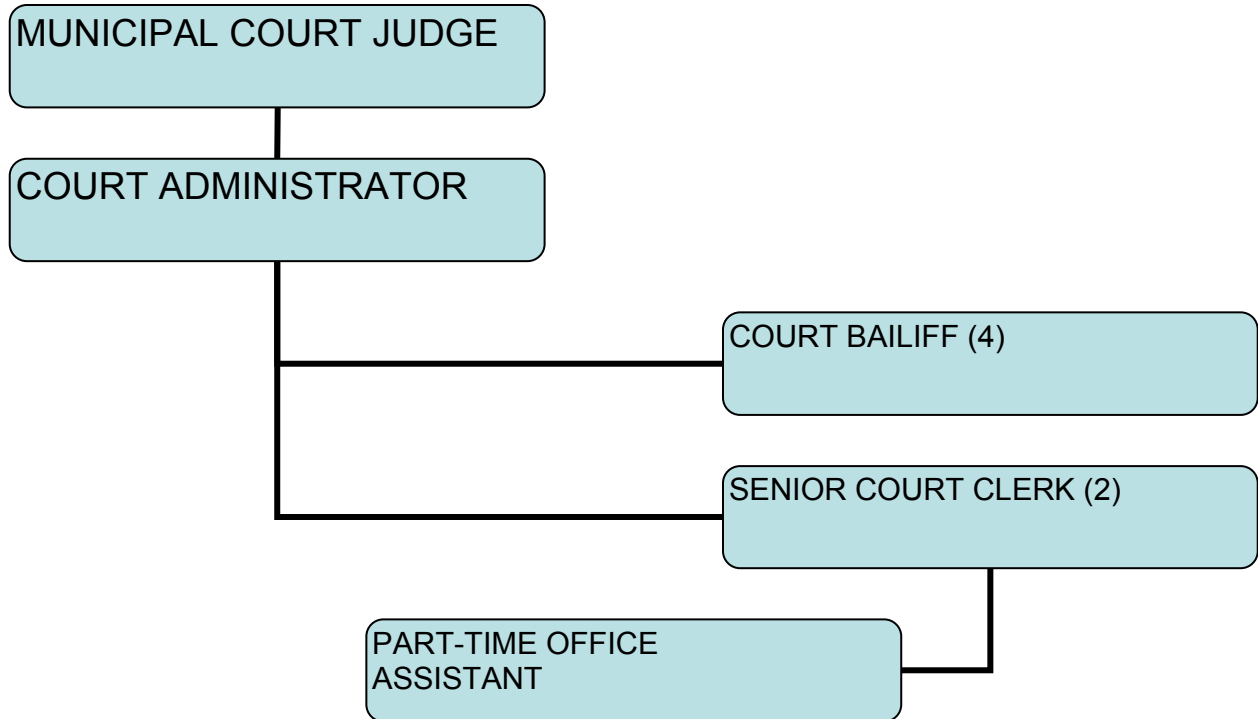
GENERAL FUND – JUDICIAL

Judicial	2009-10 Actual	2010-11 Actual- Unaudited	2011-12 Budget	Percent Change
Salaries & Wages	332,009	304,521	347,044	14.0%
Employee Benefits	119,692	103,932	105,810	1.8%
Operations	65,204	41,360	101,430	145.2%
Capital	2,460	2,356	123,441	
Expenditure Total	519,365	452,169	677,725	49.9%



Department: Municipal Court

MUNICIPAL COURT



MISSION STATEMENT/ACTIVITY DESCRIPTION

It is the obligation of Boulder City Municipal Court to adjudicate misdemeanor offenses in an ethical, fair and impartial manner; to provide efficient, professional, prompt & courteous service; to preserve the integrity of the judiciary; to operate using current technology; and to maintain a safe environment for both employee and the public.

GOALS & STRATEGIC ISSUES.

- 1 Utilize technology to enhance both services and management of our operations.
- 2 Continue to improve the public's access to public information through the use of technology. ..
- 3 Continue providing timely and efficient service; request additional staff to offset the increase in workload.
- 4 Make necessary changes in statistical and financial reporting as required by State requirements.
- 5 Increase safety measures in and around the Municipal Court building.
- 6 Continue with Municipal Court Capital Improvement projects.
- 7 Implement the new Case Management System/CourtView, sponsored by the Administrative Office of the Courts which will allow for better tracking of court statistics.
- 8 Continue to participate in the City's Volunteer Program.

GENERAL FUND – JUDICIAL

BUDGET HIGHLIGHTS

- Boulder City Municipal Court will utilize funds specifically designated, per NRS 176, to improve the Court facility. These funds will be used to build the Justice Court addition to the current court facility. This addition will be completed during fiscal year 2011-2012. Funds in the Facility Fee account and Administrative Assessment account will also be used to improve security at the Court and make necessary repairs to keep the Municipal Court building professional and functional.
- Utilize CourtView case management system technology to track and monitor account receivables. Using this information, plan to increase court collections on account receivables.
- The Municipal Court will hire a full-time Court Marshal to expand the enforcement and Warrant Service Section of the Court.

001-4500

JUDICIAL - MUNICIPAL COURT

		FY 2009 Actual	FY 2010 Actual	FY 2011 Budget	FY 2011 Actual- Unaudited	FY 2012 Approved Budget
<u>Salaries & Wages</u>						
1001	Regular Salaries	276,556	302,005	262,879	263,067	263,188
1002	Part-time/Temporary	32,512	29,493	82,485	39,936	82,485
1003	Overtime	1,216	511	1,371	1,518	1,371
1004	Commissions					
	Total	310,284	332,009	346,735	304,521	347,044
<u>Benefits</u>						
1501	Health Insurance	49,371	51,467	43,569	42,593	43,577
1502	PERS Retirement	43,808	51,638	73,349	43,699	48,799
1503	Workers Comp	6,746	5,501	4,580	6,122	4,520
1504	Medicare	4,666	4,979	4,949	4,598	5,075
1505	Disability/Social Security	6,516	6,107	0	6,920	3,839
	Total	111,107	119,692	126,447	103,932	105,810
<u>Services and Supplies</u>						
2000	Maintenance	0	0	0	0	0
3000	Material & Supplies	5,188	8,964	8,510	8,077	8,510
4000	Travel & Training	3,663	4,200	0	4,200	4,200
5000	Contractual Services	32,305	49,545	84,670	25,575	84,670
6000	Other Operating Exp.	3,028	2,495	4,050	3,508	4,050
	Total	44,184	65,204	97,230	41,360	101,430
<u>Total Operating Costs</u>						
		465,575	516,905	570,412	449,813	554,284
6050	Reimbursable Exp	1398	2460	0	2,356	0
7000	Capital Costs	0	0	0	0	0
8000	Other one-time Costs	0	0	0	0	123,441
	Total Expenditures	466,973	519,365	570,412	452,169	677,725

GENERAL FUND – JUDICIAL

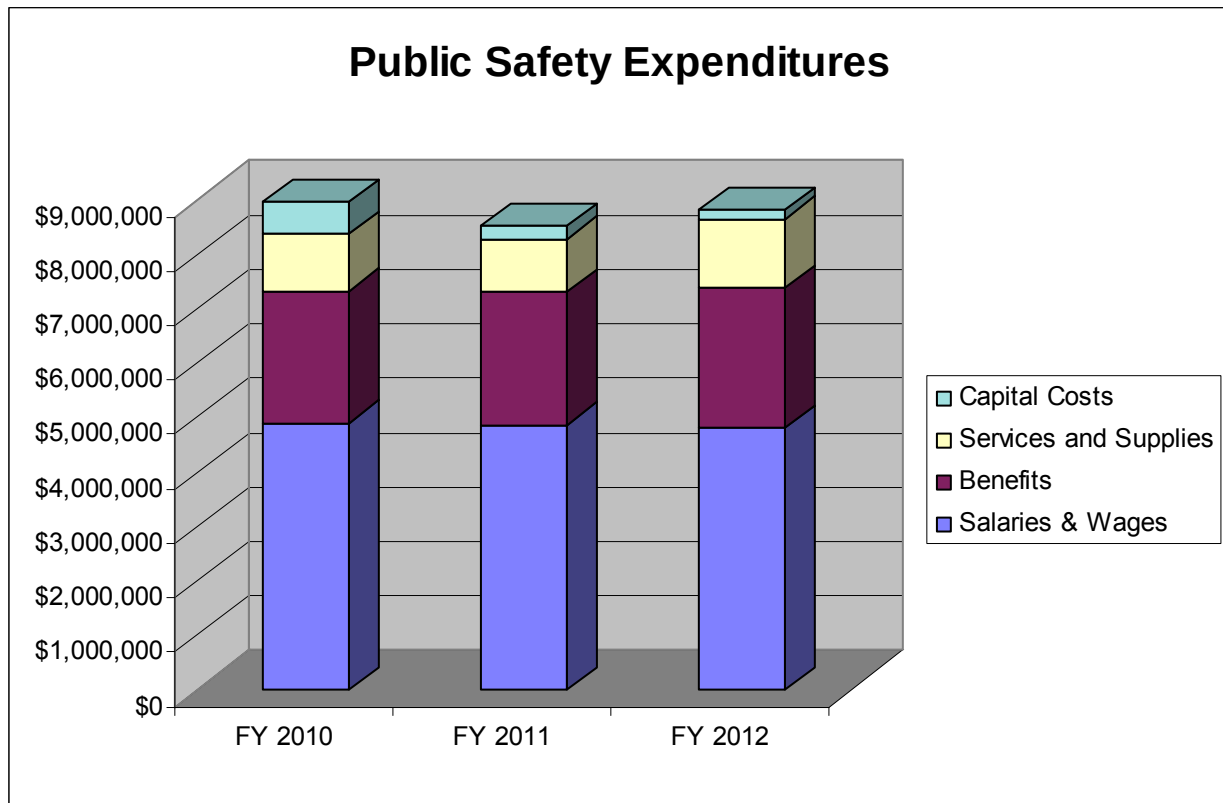
OPERATING STATISTICS AND PERFORMANCE MEASURES:

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	2009 Actual	2010 Actual	2011 Estimated	2012 Estimated
<u>Operating Statistics:</u>				
Total Charges Filed (All Categories)	5210	5087	5400	5000
DUI Charges Filed	94	91	106	100
Drug Related Charges Filed	96	99	107	100
Domestic Violence Charges Filed	39	43	42	45
<u>Performance Measures:</u>				
Municipal Court vs. General Fund budget	2.1%	2.5%	2.1%	2.8%
Percent of Municipal Court budget expended	86%	96%	100%	100%

GENERAL FUND – PUBLIC SAFETY

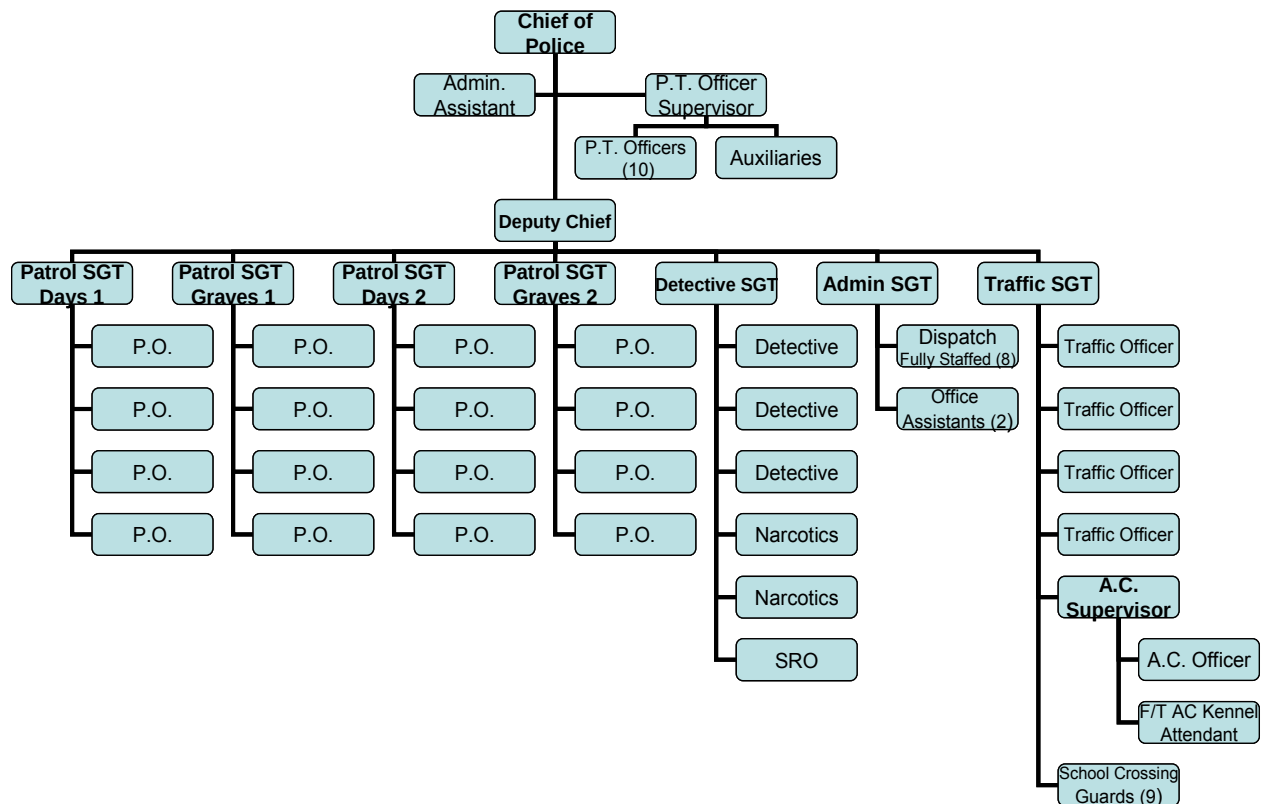
	2009-10	2010-11	2011-12	Percent
Public Safety	Actual	Actual- Unaudited	Budget	Change
Salaries & Wages	4,905,297	4,866,740	4,822,874	-0.9%
Employee Benefits	2,427,516	2,437,717	2,546,886	4.5%
Operations	1,039,166	980,043	1,278,099	30.4%
Capital	580,200	227,057	172,584	-24.0%
Expenditure Total	8,952,179	8,511,557	8,820,443	3.6%



Departments: Police, Animal Control, Fire

GENERAL FUND – PUBLIC SAFETY

POLICE



MISSION STATEMENT/ACTIVITY DESCRIPTION

Mission Statement: "Our mission is to promote and maintain an atmosphere of safety and security within our community through highly-skilled employees dedicated to the protection of constitutional guarantees, maintenance of order and safeguarding life and property." The common denominator that presents the majority of challenges in the 11/12 fiscal year is the global economic recession. Police Department management will continue to think "outside the box" to ensure that the department is as fiscally responsible as possible while still providing high quality police services to the community.

GOALS & STRATEGIC ISSUES

- 1 Maintain the same level of service we did in FY11, and strive to achieve the same response times as well. Focus only on law enforcement and police services as our primary mission.
- 2 Achieve and maintain a sworn complement of 33 officers, seven full-time dispatchers, two records clerks and one administrative assistant.
- 3 Update the patrol fleet by retiring high mileage, maintenance intensive vehicles and acquiring a minimum of six new vehicles from the Capital Improvement Fund.
- 4 Continue the use of the "Administrative Tow Fee" to ensure the recovery of manpower costs.

GENERAL FUND – PUBLIC SAFETY

BUDGET HIGHLIGHTS

- The Police Department currently has 32 sworn positions which include: Police Chief, Lieutenant, 5 Sergeants, and 25 police officers. Five of the 25 police officers are funded by the More Cops Program.
- 33 sworn positions will be funded in FY12, which will be sufficient to ensure an acceptable response time for patrol officers. With the elimination of the Traffic Safety Bureau, one sergeant's position (Traffic) was removed from the budget and will be replaced by a patrolman. Four traffic officers were reassigned to patrol shifts, and a fifth officer was transferred to the detective bureau.
- In addition to sworn positions, the Police Department employs 7 full-time dispatchers, 2 full-time office assistants and a Department Secretary.
- Travel and training funds remained the same as last year at \$35,000, which is 50% of the training budget in FY '08. This results in officers not attaining professional growth and simply remaining stagnant by maintaining their current levels of training and certifications. New detectives will receive only basic investigative training. The reductions in the travel and training budget eliminate most out-of-state travel and training. The Chief will continue to augment his professional training trips with his own personal funds.
- Overtime, once again, remains at \$80,000.
- Levels of Service: The part-time officer academy, citizens' academy and proposed advanced citizens' academy will once again not be held this fiscal year. With the addition of traffic officers to the patrol shifts, the number of police officers in patrol has increased by four.
- Forfeiture funding is limited and not available to supplement existing services.

GENERAL FUND – PUBLIC SAFETY

001-5000

PUBLIC SAFETY - POLICE

		FY 2009 Actual	FY 2010 Actual	FY 2011 Budget	FY 2011 Actual- Unaudited	FY 2012 Approved Budget
<u>Salaries & Wages</u>						
1001	Regular Salaries	2,806,947	2,679,869	2,725,477	2,747,284	2,648,469
1002	Part-time/Temporary	85,809	71,693	97,839	110,100	97,839
1003	Overtime	114,955	88,746	80,000	36,801	80,000
1004	Commissions					
	Total	3,007,711	2,840,308	2,903,316	2,894,185	2,826,308
<u>Benefits</u>						
1501	Health Insurance	400,336	405,636	433,548	411,534	435,333
1502	PERS Retirement	855,172	876,855	855,265	891,326	942,697
1503	Workers Comp	120,081	95,187	124,252	109,115	123,902
1504	Medicare	49,036	45,632	36,486	45,302	39,082
1505	Disability/Social Security	5,320	4,525	5,722	7,121	5,722
	Total	1,429,945	1,427,835	1,455,273	1,464,398	1,546,736
<u>Services and Supplies</u>						
2000	Maintenance	160,588	141,287	202,000	153,530	160,000
3000	Material & Supplies	41,743	42,759	61,450	47,635	42,000
4000	Travel & Training	25,646	17,119	35,000	16,288	25,000
5000	Contractual Services	397,410	403,317	529,350	371,173	544,400
6000	Other Operating Exp.	120,769	134,045	104,754	92,618	129,550
	Total	746,156	738,527	932,554	681,244	900,950
Total Operating Costs		5,183,812	5,006,670	5,291,143	5,039,827	5,273,994
7000	Capital Costs	22,567	580,200	200,000	227,057	0
8000	Other one-time Costs	0	0	0	0	36,700
Total Expenditures		5,206,379	5,586,870	5,491,143	5,266,884	5,310,694

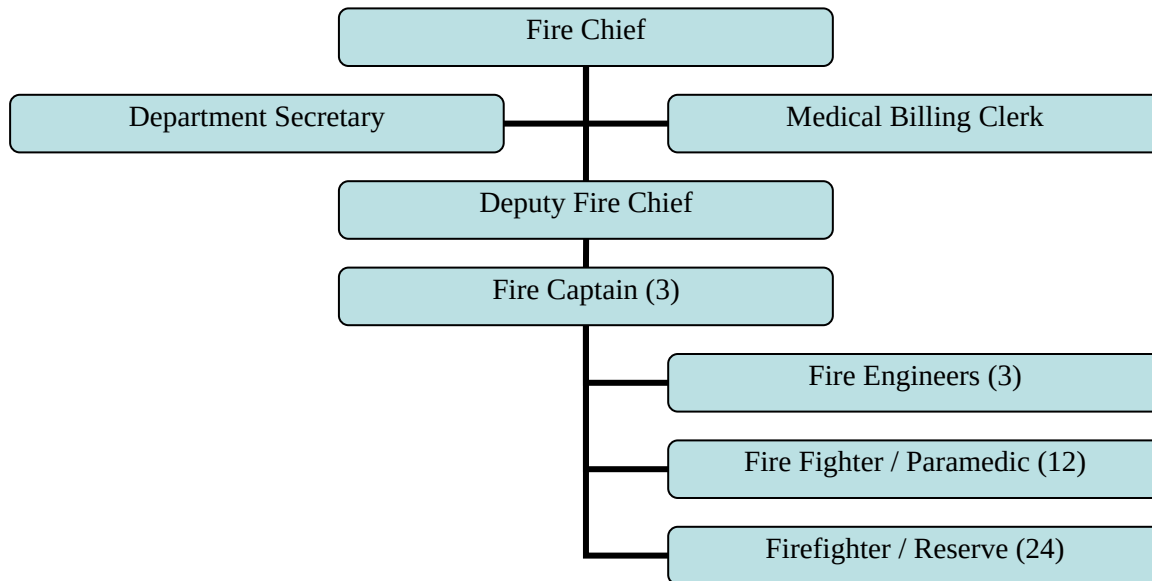
GENERAL FUND – PUBLIC SAFETY

OPERATING STATISTICS AND PERFORMANCE MEASURES:

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		2009	2010	2011	2012
		Actual	Actual	Estimated	Estimated
<u>Operating Statistics:</u>					
Calls for					
Service		23,901	23,385	24,087	24,238
Citations		6,078	6,023	7,232	7,100
Arrests		980	963	1,023	1,003
	Calls				
<u>Dispatch</u>	Received	89,267	90,067	92,729	92,014
	Citizen Contacts	6,002	6,232	6,264	6,039
	Calls for Service	28,780	28,968	29,711	29,057
<u>Performance</u>					
<u>Measures:</u>					
Police vs. General Fund budget		24%	27%	25%	22%
Percent of Police budget expended		97%	98%	98%	100%

FIRE



MISSION STATEMENT/ACTIVITY DESCRIPTION

Mission Statement: The mission of the Boulder City Fire Department is to protect the life and property of the citizens and visitors of Boulder City by providing effective and efficient fire prevention, fire suppression, hazardous materials response, and emergency medical services.

The Boulder City Fire Department operates out of one station and utilizes three (3) six-person shifts to cover a service area of approximately 206 square miles. Keeping in mind the current calls for service totals and staffing levels, the department has established a goal of staffing three (3) apparatus (one 2-person engine, and two 2-person rescues) daily.

In addition to emergency response activities, the department also provides several prevention and safety programs, annual business & permits inspections, and is responsible for reviewing & inspecting applicable construction projects. Through the careful monitoring of these programs, the department continually enhances the level of safety for our citizens and visitors of Boulder City.

Other areas of responsibility covered by fire department personnel are the management of the City's Emergency Management Program, communication site agreements, and City's Safety Committee. Currently, the Fire Chief acts as the Emergency Management Director, is responsible for the management of the City's 33 communication site lease agreements, and with the help of representatives from each city department, conducts monthly safety audits and program reviews.

GENERAL FUND – PUBLIC SAFETY

GOALS & STRATEGIC ISSUES

- 1 Maintain a motivated and well-trained work force that ensures an effective and efficient delivery of Fire Department services.
- 2 Continue to provide excellent customer service to the citizens and visitors of Boulder City and ensure all members of the department receive the appropriate level of training within this area annually.
- 3 Provide community awareness of Fire Department services, programs, and public education opportunities. In order to accomplish this goal the department will continue their efforts to provide speakers for service organizations, homeowners associations, and public events.
- 4 Continue the development of the City's disaster preparedness program, public education/prevention programs, life safety programs, and communication site management program.

BUDGET HIGHLIGHTS

- The fire department budget supports twenty-two full-time employees (1-Fire Chief, 1-Division Chief, 3-Captains, 3-Engineers, 12-Firefighter/Paramedics) and sixteen temporary (Reserve Firefighters) employees.
- This year's budget funds a Division Chief of Operations position. With this position, the department would be able to meet current administrative goals, training mandates, and competency levels. Additionally, said position would provide the necessary command staff presence during emergency situations.
- Although the funding total within the department's operational line items will remain the same, the department will continue their efforts to identify actual costs and illustrate them properly in the budget.
- New Requests: 1) Two new rescues at a cost of \$350,000. Total lease payment cost within the FY12 budget is \$100,000. 2) Replacement of EMS Field Reporting Software Computers. Total cost \$15,000.

GENERAL FUND – PUBLIC SAFETY

001-5100

PUBLIC SAFETY - FIRE

		FY 2009 Actual	FY 2010 Actual	FY 2011 Budget	FY 2011 Actual- Unaudited	FY 2012 Approved Budget
<u>Salaries & Wages</u>						
1001	Regular Salaries	1,630,666	1,651,027	1,651,193	1,668,053	1,588,634
1002	Part-time/Temporary	58,830	45,935	77,000	67,689	77,000
1003	Overtime	263,809	199,783	200,000	99,968	200,000
1004	Commissions					
	Total	1,953,305	1,896,745	1,928,193	1,835,710	1,865,634
<u>Benefits</u>						
1501	Health Insurance	219,023	223,615	224,311	222,727	224,433
1502	PERS Retirement	554,975	576,233	520,288	569,593	590,656
1503	Workers Comp	83,935	97,103	99,086	93,100	98,934
1504	Medicare	27,322	27,052	22,930	25,969	23,699
1505	Disability/Social Security	3,649	3,113	6,107	4,302	6,107
	Total	888,904	927,116	872,722	915,691	943,829
<u>Services and Supplies</u>						
2000	Maintenance	52,243	69,005	63,017	48,065	61,000
3000	Material & Supplies	23,317	45,131	54,300	41,983	51,300
4000	Travel & Training	8,280	33,797	60,000	41,301	60,000
5000	Contractual Services	64,496	66,990	101,950	89,150	88,389
6000	Other Operating Exp.	55,155	57,809	68,300	57,391	68,300
	Total	203,491	272,732	347,567	277,890	328,989
Total Operating Costs		3,045,700	3,096,593	3,148,482	3,029,291	3,138,452
7000	Capital Costs	100,782	0	250,000	0	0
8000	Other one-time Costs	0	0	0	0	135,884
Total Expenditures		3,146,482	3,096,593	3,398,482	3,029,291	3,274,336

GENERAL FUND – PUBLIC SAFETY

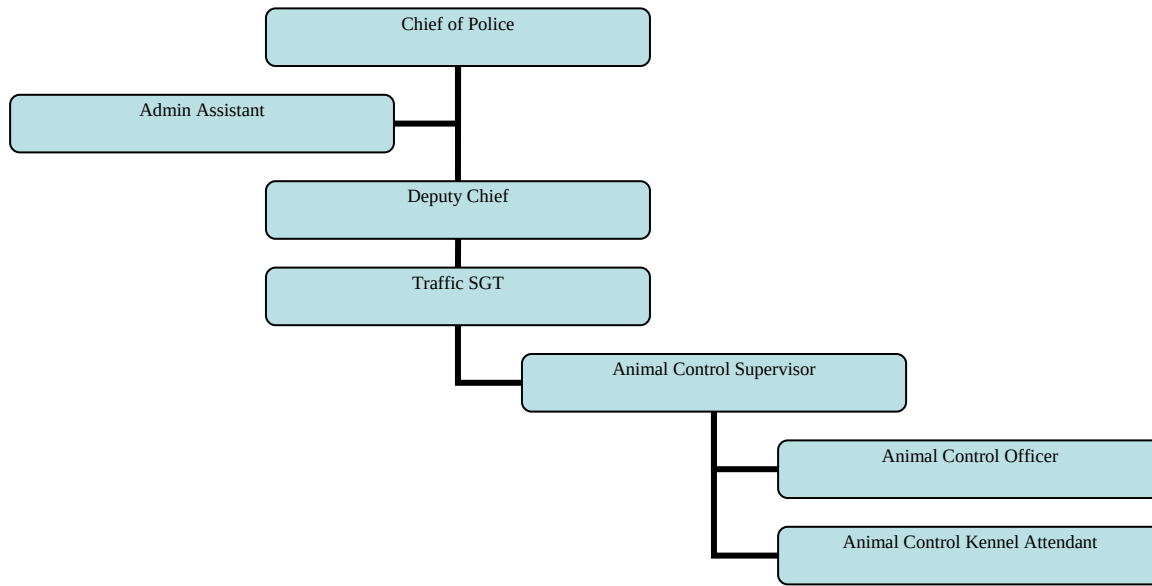
OPERATING STATISTICS AND PERFORMANCE MEASURES:

The following table presents operating statistics and performance measures compiled from established data bases and internal documents. Information for 2010 and 2011 has been estimated. This information is presented in support of the basic budget estimates. Meaningful benchmark targets are provided for comparison purposes

<u>Operating Statistics:</u>	2009 Actual	2010 Actual	2011 Estimated	2012 Estimated
Response Data				
Fire Totals	591	584	545	449
EMS Totals	1,604	1,566	1,716	1498
EMS - Transport to BC Hospital	709	769	779	691
EMS - Out of District Transports	188	189	184	186

Performance Measures				
Conduct annual business inspections	80%	80%	70%	100%
Maintain a 5 min. / 70% response time	No / 67%	No / 67%	No / 67%	70%
Conduct 100 Pub Ed events annually	72w	72	72	100

ANIMAL CONTROL



MISSION STATEMENT/ACTIVITY DESCRIPTION

The primary responsibility of the Animal Control Bureau is to provide an environment citywide, where human beings and animals, both domestic and wild, can peacefully coexist. In addition, the bureau provides training and educational programs for pet owners, as well as advice on how to live safely alongside wild animals that are native to the Mojave Desert. Lastly, the bureau provides a safe and nurturing environment for domestic animals that have either been lost or abandoned. They make every effort to place those animals in loving homes with responsible owners.

GOALS & STRATEGIC ISSUES

- 1 To improve the staffing level of volunteers at the animal shelter by increasing our outreach efforts in the community to attract those who want to serve Boulder City.
- 2 To ensure that the animal shelter is responsive to the community by providing an instant return call for emergencies and a timely follow-up to inquiries from potential owners.
- 3 To improve the marketing of adoptive animals to ensure that we make every effort to have them placed in deserving homes with responsible and caring families.
- 4 To ensure that the full-time and volunteer staff have received the most up-to-date training in kennel operations.

GENERAL FUND – PUBLIC SAFETY

BUDGET HIGHLIGHTS

- Due to a 20% decrease in Travel and Training, ACO's will have to acquire their annual certifications within the tight constraints of the downsized budget.
- A monthly "Pet Adoption Day" will be funded at the shelter to improve the chances of matching good homes with adoptive animals with appropriate dispositions and training.

001-5300

PUBLIC SAFETY - ANIMAL CONTROL

		FY 2009 Actual	FY 2010 Actual	FY 2011 Budget	FY 2011 Actual- Unaudited	FY 2012 Approved Budget
Salaries & Wages						
1001	Regular Salaries	124,901	163,110	165,197	134,483	126,432
1002	Part-time/Temporary	1,572	2,370	0	0	0
1003	Overtime	1,563	2,764	4,500	2,362	4,500
1004	Commissions					
	Total	128,036	168,244	169,697	136,845	130,932
Benefits						
1501	Health Insurance	23,959	31,945	32,995	23,959	22,122
1502	PERS Retirement	25,389	34,905	35,517	28,967	30,028
1503	Workers Comp	2,545	2,932	3,435	2,534	2,290
1504	Medicare	1,995	2,636	2,396	2,168	1,881
1505	Disability/Social Security	97	147	0	0	0
	Total	53,985	72,565	74,343	57,628	56,321
Services and Supplies						
2000	Maintenance	4,132	6,123	10,500	2,508	10,000
3000	Material & Supplies	3,919	5,982	13,500	5,429	13,000
4000	Travel & Training	485	1,474	2,160	460	2,160
5000	Contractual Services	10,193	11,004	22,000	9,029	20,000
6000	Other Operating Exp.	3,200	3,324	3,000	3,483	3,000
	Total	21,929	27,907	51,160	20,909	48,160
Total Operating Costs		203,950	268,716	295,200	215,382	235,413
7000	Capital Costs	0	0	0	0	0
8000	Other one-time Costs	0	0	0	0	0
Total Expenditures		203,950	268,716	295,200	215,382	235,413

GENERAL FUND – PUBLIC SAFETY

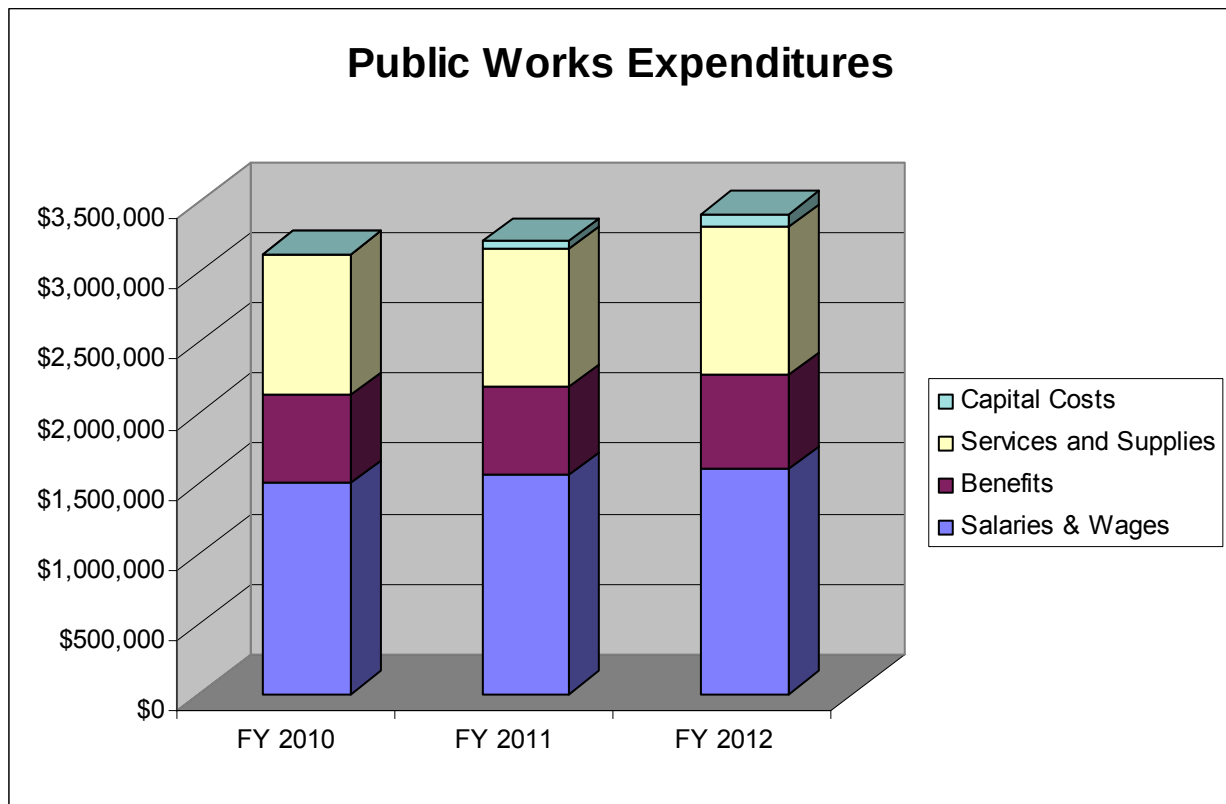
OPERATING STATISTICS AND PERFORMANCE MEASURES:

The following table presents operating statistics and performance measures compiled from established data bases and internal documents. Information for 2011 and 2012 has been estimated. This information is presented in support of the basic budget estimates. Meaningful benchmark targets are provided for comparison purposes

	2009 Actual	2010 Actual	2011 Estimated	2012 Estimated
<u>Operating Statistics:</u>				
Calls for Service	4,698	4,774	5,173	5,014
Citations Issued	39	35	46	50
Verbal/Written Warnings	260	252	269	250
Animals Running at Large	310	316	357	309
Animals Handled/Impounded	550	559	592	590
<u>Performance Measures:</u>				
Animal Control vs. General Fund budget	1.0%	1.3%	1.0%	1.0%
Percent of Animal Control budget expended	100%	100%	100%	100%

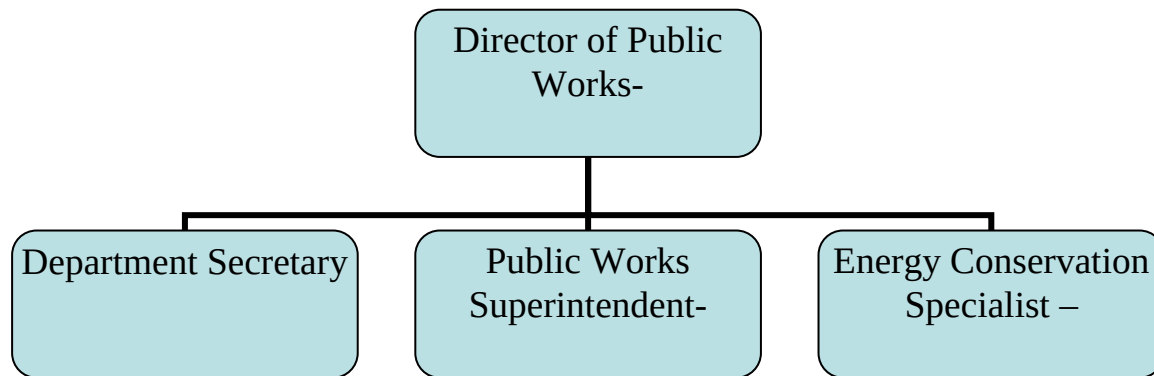
GENERAL FUND – PUBLIC WORKS

	2009-10	2010-11	2011-12	Percent
	Actual	Actual- Unaudited	Budget	Change
Public Works				
Salaries & Wages	1,500,187	1,560,797	1,599,836	2.5%
Employee Benefits	627,051	627,416	673,978	7.4%
Operations	1,006,556	980,023	1,052,721	7.4%
Capital	0	58,902	91,300	
Expenditure Total	3,133,794	3,227,138	3,417,835	5.9%



Departments/Divisions: Highways and Streets, Engineering, Public Works Administration, Landscaping, Building Maintenance.

PUBLIC WORKS



MISSION STATEMENT/ACTIVITY DESCRIPTION

The Public Works Department manages all aspects of the Capital Improvement Program (CIP) for the City of Boulder City and provides development services for all private construction projects. This effort is completed through the Engineering Division of Public Works. Public Works maintains top- quality parks, streets, flood control facilities, buildings, water distribution, sewer collection and treatment facilities. This maintenance effort is completed through four divisions as follows: Building Maintenance, Streets, Landscape, and Water/Sewer. In addition, Public Works Administration is responsible for managing numerous other City items, including the municipal cemetery, refuse collection and disposal, and many of the City's agreements with local business operations such as gravel pits and power plants. The Public Works Department professionally represents Boulder City in technical meetings at the Southern Nevada Water Authority (SNWA), Regional Transportation Commission (RTC), and Flood Control District (FCD).

GOALS & STRATEGIC ISSUES

- 1 Work with Federal and State Lobbyist to secure funding for City projects
- 2 Manage consultant contracts to advertise CIP projects on schedule and with good plans
- 3 Manage the construction of CIP projects to achieve completion on schedule and within budget
- 4 Work with the Nevada Department of Transportation (NDOT) to insure the Boulder City Bypass & Improvements to US 93 progresses on schedule
- 5 Work with the Southern Nevada Health District to achieve a permit for the entire landfill site and evolve current landfill operations to coincide with approved permits
- 6 Work with SNWA to provide consistent water delivery to Boulder City at the most economical rates and within the State permit
- 7 Work with the Nevada Department of Environmental Protection to collect sewage effluent and treat it to a permitted quality for re-use
- 8 Provide the citizens of Boulder City and City employees with the best parks, safe streets, and safe buildings
- 9 Present the City Manager with upcoming Public Works challenges in sufficient time to properly plan for the design and implementation of agreements and quality projects
- 10 Support the Change Leadership Team to achieve the goals of the City
- 11 Establish professional development procedures & fees similar to the other entities in Clark County
- 12 Upgrade the City's Occupational Safety and Health Administration Program
- 13 Create an electronic Global Information System (GIS) database for the Boulder City Municipal Cemetery and update the policy and procedures manual for the cemetery.

GENERAL FUND – PUBLIC WORKS

BUDGET HIGHLIGHTS.

- **Free Training:** The Public Works Superintendent has been instrumental in coordinating with Pool/Pact to provide very valuable free training to City employees, such as CPR, Fire Extinguisher Use, and OSHA.
Personnel Funded: The Public Works Administration Budget consist of six positions; Public Works Director, the Superintendent who oversees all maintenance Divisions, the Development Services/Conservation Specialist, a Part Time Office Assistant serving the Director, a Department Secretary serving the Engineering Division and a Division Secretary serving the Superintendent. All of these positions are either fully funded or partially funded by the Utility Fund.
- **Personnel Not Funded:** The Public Works Department Secretary Position was eliminated. The Part Time Office Assistant replaces some of the vast duties required within the Department. The reduced staff causes the schedule for all of items listed above suffers. Public Works utilizes volunteer office assistant whenever it is available, however, they are not as valuable as full time staff.
- **Operating Expense Categories:** Travel and Training budget has been cut by \$3,900, or 40%. This will result in a staff that is not up-to-date on the latest technologies and efficiencies. Travel required for projects will have to be funded by the specific project or be foregone.
- **Request Approved:** Funding for City water and power consumption at parks, medians, and other facilities to support the Public Works Department are included in this budget. Increased funding reflects actual cost.
- **Request Denied:** None.
- **Level of Service Changes:** All items listed in the Goals & Strategic Issues section will suffer until funding is available to return to full staff.

GENERAL FUND – PUBLIC WORKS

001-6000

PUBLIC WORKS - PUBLIC WORKS ADMINISTRATION

		FY 2009 Actual	FY 2010 Actual	FY 2011 Budget	FY 2011 Actual- Unaudited	FY 2012 Approved Budget
<u>Salaries & Wages</u>						
1001	Regular Salaries	187,426	123,751	113,201	102,531	111,553
1002	Part-time/Temporary	5,539	11,731	10,000	10,203	14,000
1003	Overtime	33	0	0	0	0
1004	Commissions					
	Total	192,998	135,482	123,201	112,734	125,553
<u>Benefits</u>						
1501	Health Insurance	20,409	11,536	10,983	9,761	11,715
1502	PERS Retirement	38,239	27,948	25,403	21,757	26,494
1503	Workers Comp	2,196	1,022	2,286	1,483	1,430
1504	Medicare	1,414	1,232	894	1,805	1,851
1505	Disability/Social Security	343	727	580	633	588
	Total	62,601	42,465	40,146	35,439	42,078
<u>Services and Supplies</u>						
2000	Maintenance	2,543	1,383	3,300	204	2,500
3000	Material & Supplies	4,924	2,145	4,000	3,245	4,000
4000	Travel & Training	7,233	5,257	8,200	5,579	7,500
5000	Contractual Services	366,043	419,546	333,900	426,918	415,000
6000	Other Operating Exp.	1,036	425	2,250	134	2,250
	Total	381,779	428,756	351,650	436,080	431,250
Total Operating Costs		637,378	606,703	514,997	584,253	598,881
7000	Capital Costs	0	0	2,000	0	0
8000	Other one-time Costs	0	0	0	0	0
Total Expenditures		637,378	606,703	516,997	584,253	598,881

GENERAL FUND – PUBLIC WORKS

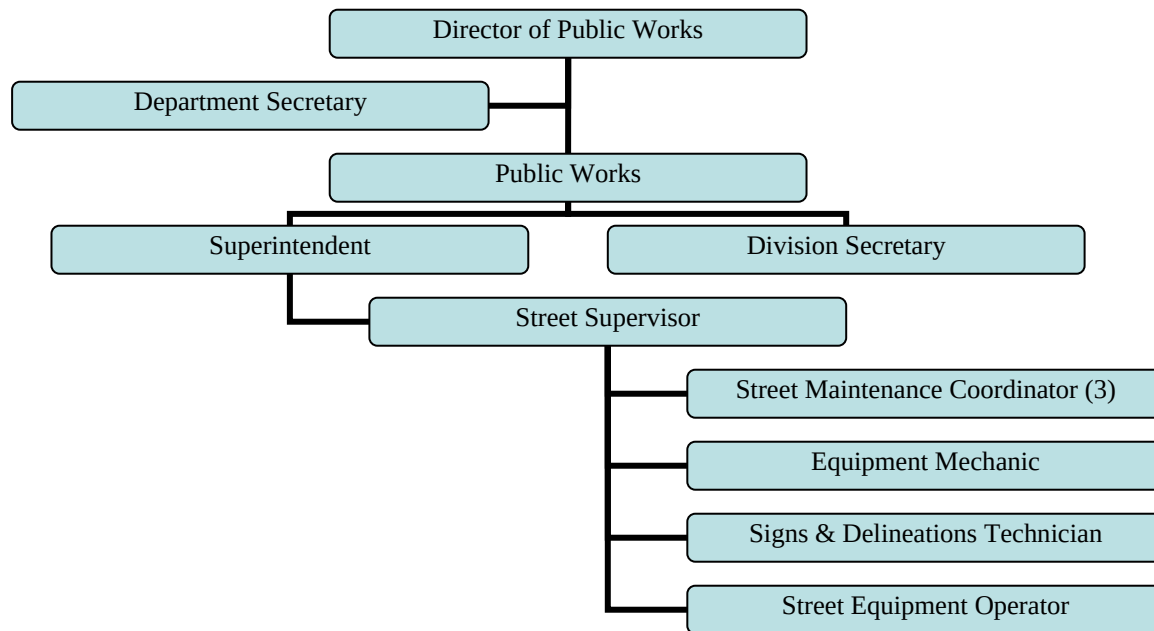
OPERATING STATISTICS AND PERFORMANCE MEASURES:

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	2009	2010	2011	2012
	Actual	Actual	Estimated	Estimated
<u>Operating Statistics:</u>				
City Lane Miles	86.5	86.5	86.5	86.5
Acres of Turf	95	95	95	95
Total Landscape Acres	166	166	166	166
Number of Buildings Maintained	73	73	73	73
Engineering Agenda Items	74	74	75	75
Engineering Projects Started	25	25	24	25
<u>Performance Measures:</u>				
Public Works Administration vs. General Fund budget	3.0%	2.9%	2.8%	2.5%
Percent of Public Works Administration budget expended	99%	99%	100%	100%

GENERAL FUND – PUBLIC WORKS

STREETS



MISSION STATEMENT/ACTIVITY DESCRIPTION

The Streets Division is dedicated to providing a safe and high-quality street and sidewalk system for motorists and pedestrians. It provides a proactive street and concrete maintenance and repair program. The Streets Division maintains a sweeping program, sign and traffic control, flood channel maintenance and storm cleanup, cemetery interments and assistance to other divisions as needed. The Fleet Maintenance section provides maintenance and repair services for the vehicles and equipment for the entire Public Works Department. The Streets Division currently maintains two million square feet of asphalt, over six million square feet of concrete, 14.4 miles of lined channels, .99 miles of unlined channels, 9.06 miles of dirt road, 561 acres of detention basins, 276 drop inlets, 130 crosswalks, 22 areas with striping, numerous signs throughout the town, welding, special projects, funerals, Public Works vehicle maintenance and fleet management for the entire city. The Streets Division consists of eight employees: a supervisor, three maintenance coordinators, a garage mechanic, a sign and delineation technician, an equipment operator (street sweeper) and a maintenance worker.

GENERAL FUND – PUBLIC WORKS

GOALS & STRATEGIC ISSUES

1. Provide friendly, timely and effective customer service.
2. Support the Change Leadership Team to achieve the goals of the city.
3. Repair streets and sidewalks, after utility repairs. Also aid water, wastewater and electric divisions with system upgrades.
4. With the decrease within the budgets, we have decreased the amount of concrete that we are replacing, by making smaller cuts and grinding tripping hazards where applicable. Also we have increased our assistance to the other Divisions within Public Works.
5. Red curb painting was postponed unless extremely needed. Red curbs and other striping will be completed in the upcoming budget year, utilizing approved RDA funding.
6. Once again, RDA funding will allow more sign replacement to occur.
7. Items will be auctioned that are no longer in use and Public Works will consider purchasing items at auctions to save money.
8. Vehicles which meet the replacement policy will need to be repaired to extend their life.
9. Public Works continues to shop multiple vendors to achieve the lowest possible price, including exploring new vendors.
10. Bids from other government entities are always reviewed and considered on large purchases.
11. The garage has tested new oil products that need to be changed out less frequently.

BUDGET HIGHLIGHTS

- **Personnel Funded:** The Public Works Street Division Budget consist of eight positions; the Supervisor, three Coordinators/Operators, the City Shops Mechanic, the Street Sweeper, the Sign & Delineation Technician, and one Maintenance Worker.
- **Personnel Not Funded:** All positions in this Division are filled.
- **Other Request Approved:** None.
- **Other Request Denied:** The increasing cost of fuel will result in increase cost of asphalt repairs. In addition, the new Fleet Maintenance Software requires a \$7,500 annual maintenance fee.
Public Works has only one mechanic. A request for a second Mechanic (\$69,826) has been denied. The demands for service will increase due to an aging fleet and equipment list. More mechanic work will have to be sent out to local repair shops which will increase the cost of service. As a result, maintenance budgets will be depleted quickly within the budget year.
- **Level of Service Changes:** Equipment must be replaced to maintain desired level of service in this division.

GENERAL FUND – PUBLIC WORKS

001-6100

PUBLIC WORKS - STREETS

		FY 2009 Actual	FY 2010 Actual	FY 2011 Budget	FY 2011 Actual- Unaudited	FY 2012 Approved Budget
<u>Salaries & Wages</u>						
1001	Regular Salaries	490,693	484,400	499,804	504,786	503,290
1002	Part-time/Temporary	0	0	0	0	0
1003	Overtime	24,221	16,176	19,000	18,180	30,000
1004	Commissions					
	Total	514,914	500,576	518,804	522,966	533,290
<u>Benefits</u>						
1501	Health Insurance	84,329	85,187	85,176	85,187	95,841
1502	PERS Retirement	101,810	107,944	107,593	108,857	119,530
1503	Workers Comp	8,992	7,222	9,160	9,708	9,040
1504	Medicare	6,585	6,705	7,278	6,725	6,395
1505	Disability/Social Security	0	0	0	0	0
	Total	201,716	207,058	209,207	210,477	230,806
<u>Services and Supplies</u>						
2000	Maintenance	52,704	69,668	72,107	69,035	72,107
3000	Material & Supplies	38,844	25,925	51,579	38,714	52,086
4000	Travel & Training	2,792	1,705	4,000	401	4,000
5000	Contractual Services	28,455	17,437	30,000	18,447	30,900
6000	Other Operating Exp.	770	331	1,000	144	1,000
	Total	123,565	115,066	158,686	126,741	160,093
Total Operating Costs		840,195	822,700	886,697	860,184	924,189
7000	Capital Costs	221,975	0	132,800	19,185	0
8000	Other one-time Costs	0	0	0	0	36,800
Total Expenditures		1,062,170	822,700	1,019,497	879,369	960,989

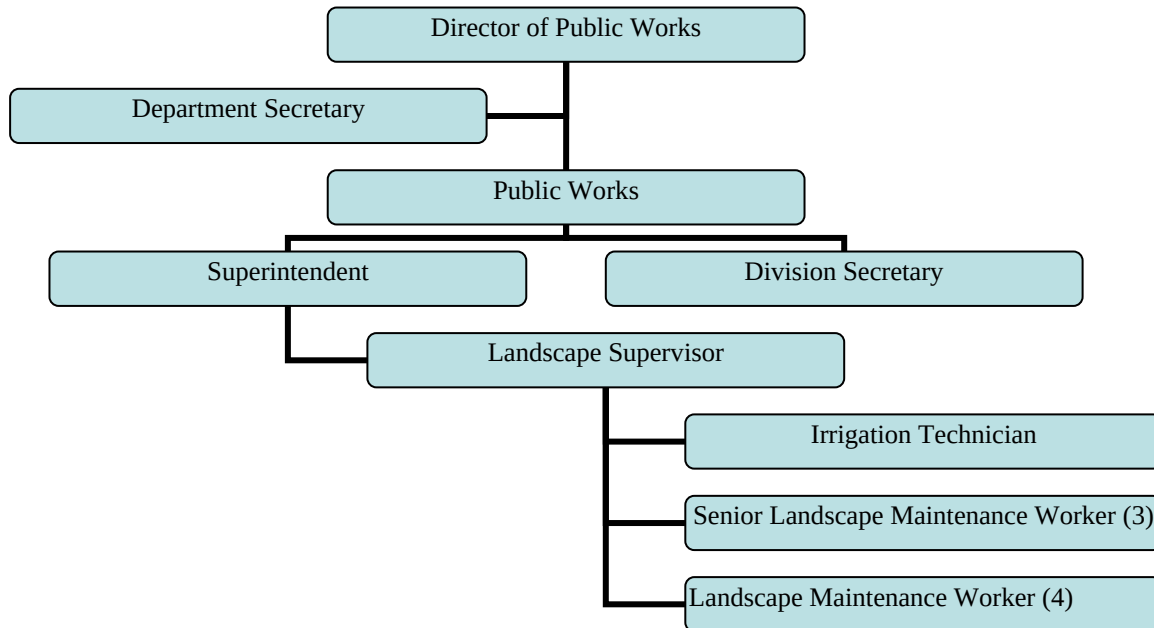
GENERAL FUND – PUBLIC WORKS

OPERATING STATISTICS AND PERFORMANCE MEASURES:

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	2009 Actual	2010 Actual	2011 Estimated	2012 Estimated
<u>Operating Statistics:</u>				
Sweep streets monthly	252 miles	252 miles	252 miles	252 miles
Interments	68	64	67	70
Miles of streets maintained	86.5	86.5	86.5	86.5
Sidewalk repairs	38	36	37	39
Miles of sidewalks maintained	175	175	175	175
Vehicles maintained	88	88	88	88
<u>Performance Measures:</u>				
Streets vs. General Fund budget	4.9%	3.9%	4.1%	4.0%
Percent of Streets budget expended	99%	99%	100%	100%

LANDSCAPING



MISSION STATEMENT/ACTIVITY DESCRIPTION

To maintain and upgrade, all city parks, sports fields, and various other city landscapes in a safe and efficient manner; to provide an attractive environment for the enjoyment of the residents and visitors of Boulder City.

The Landscape Division performs several maintenance duties such as, irrigation repair and installation, mowing, fertilization, weed control, seeding, general clean-up, tree and shrub care, etc.

Among other responsibilities of this division are the maintenance of the Municipal Cemetery and Regional Flood Control Facilities. Also the Landscape Division performs several tasks before and after special events held in various city parks, ensuring a safe and enjoyable environment for all the participants.

The landscape division is composed of one Supervisor, one Irrigation Technician, three Senior Landscape Maintenance Workers and four Landscape Maintenance Workers.

GENERAL FUND – PUBLIC WORKS

GOALS & STRATEGIC ISSUES

- 1 The Landscape Division maintains 166 acres of municipal grounds, ten sport fields, seven neighborhood parks, a municipal cemetery, landscaped areas along nine miles of roadways, and various municipal lawns and landscaped areas.
Duties also include, tree removal and replacement in city parks and select medians.
- 2 Maintain and upgrade the current irrigation system to improve water management. By utilizing the full capabilities of the central irrigation control system, it will allow for remote control and computer scheduling based on seasonal plant-water needs. To become a leading organization in efficient water use by continuing to adhere to local and state regulations.
- 3 Maintain and improve sport fields conditions for the safe and enjoyable practice of sports related activities.
- 4 Maintain and respond to municipal cemetery work requests in a timely and efficient manner.
- 5 Continue with the integration of previously contracted areas to the division's work program.
- 6 The Nevada Division of Forestry provides labor to assist with landscape maintenance activities. These crews are an integral portion of the landscape division's work program.

BUDGET HIGHLIGHTS

- **Personnel Funded:** The Public Works Landscape Division Budget consist of nine positions; the Supervisor, one Irrigation Technician, three Senior Landscape Maintenance Workers, and four Landscape Maintenance Workers.
- **Personnel Not Funded:** All positions in this Division are filled.
- **Request Approved:** Funding was approved to replace controllers and other materials which will assist landscape manage its turf and water in last year's budget. This project was very successful and funding is provided in the proposed budget to expand this project to other parks.
- **Request Denied:** No vehicle replacement was provided in last 2 years budget or is proposed in the current budget. The Landscape Division has a Dump Truck and a pickup truck ready for replacement according to the city's vehicle replacement schedule with an estimated cost of \$85,000.
- **Level of Service Changes:** The Landscape Division staff has a strong desire to improve the appearance of the landscaped areas they maintain. Key needs to accomplish this goal are additional fertilizer, pesticides, and herbicides. Materials and Supplies budget is not supported to the desired extent.
Over the previous two budget cycles, the contractual services account has been cut by over \$200,000. Existing staff has focused on basic needs and emergencies; while detail work in each park and median area has decrease. Complaint calls associated with the lack of maintenance have increased. In addition, the amount of large tree care Public Works can accomplish will be reduced. Public Works implemented and continues to promote an Adopt-a-Park program, utilize Community Service Workers, and other volunteers. These programs supplement City staff, but fall far short of complete park maintenance needs.
- **Other:** Travel & Training budget must be maintained to insure Landscape Division employees maintain Commercial Driver's Licenses, Certifications in Pesticide Application, training in aerial lifting devices and fall protection, and certified backflow prevention technician in the city.

GENERAL FUND – PUBLIC WORKS

001-6200

PUBLIC WORKS - LANDSCAPING

		FY 2009 Actual	FY 2010 Actual	FY 2011 Budget	FY 2011 Actual- Unaudited	FY 2012 Approved Budget
<u>Salaries & Wages</u>						
1001	Regular Salaries	428,314	492,920	508,776	509,976	514,478
1002	Part-time/Temporary	0	0	0	0	0
1003	Overtime	15,588	4,266	15,000	7,310	15,000
1004	Commissions					
	Total	443,902	497,186	523,776	517,286	529,478
<u>Benefits</u>						
1501	Health Insurance	79,785	95,835	95,823	95,835	95,841
1502	PERS Retirement	87,066	108,122	109,387	110,055	122,240
1503	Workers Comp	8,840	8,215	10,305	10,937	10,170
1504	Medicare	5,684	7,493	7,377	7,523	7,464
1505	Disability/Social Security	0	0	0	0	0
	Total	181,375	219,665	222,892	224,350	235,715
<u>Services and Supplies</u>						
2000	Maintenance	47,660	74,640	65,200	73,079	154,200
3000	Material & Supplies	60,191	93,209	80,000	75,341	14,000
4000	Travel & Training	1,767	2,551	3,168	724	3,168
5000	Contractual Services	246,455	108,865	100,000	80,829	109,550
6000	Other Operating Exp.	924	215	550	128	550
	Total	356,997	279,480	249,918	230,101	281,468
Total Operating Costs		982,274	996,331	995,586	971,737	1,046,661
7000	Capital Costs	94,013	0	40,000	39,717	0
8000	Other one-time Costs	0	0	0	0	26,000
Total Expenditures		1,076,287	996,331	1,035,586	1,011,454	1,072,661

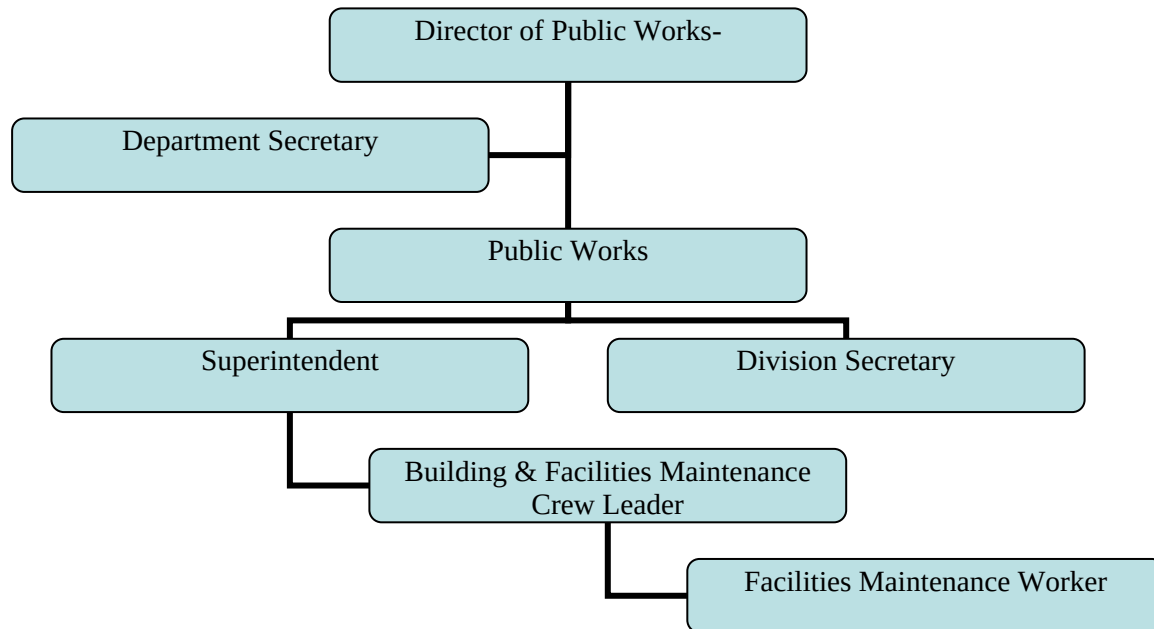
GENERAL FUND – PUBLIC WORKS

OPERATING STATISTICS AND PERFORMANCE MEASURES:

The following table presents operating statistics and performance measures compiled from established data bases and internal documents. Information for 2011 and 2012 has been estimated. This information is presented in support of the basic budget estimates. Meaningful benchmark targets are provided for comparison purposes

	2009	2010	2011	2012
	Actual	Actual	Estimated	Estimated
<u>Operating Statistics:</u>				
Acres maintained	166	166	166	166
Acres of turf	92	92	92	92
Headstones edged quarterly	2029	2032	2037	2043
<u>Performance Measures:</u>				
Landscaping vs. General Fund budget	4.9%	4.7%	4.8%	4.5%
Percent of Landscaping budget expended	94%	96%	98%	100%

BUILDING MAINTENANCE



MISSION STATEMENT/ACTIVITY DESCRIPTION

Responsible for the maintenance of all city facilities, including buildings, shade structures, lift stations, communication structures, bicycle ramps, pool covers, etc. This division also performs small construction projects such as desk construction, shelf construction, and billboard installation. Graffiti abatement and other similar miscellaneous work request are completed by Building Maintenance staff.

GOALS & STRATEGIC ISSUES

- 1 Standardize and improve building conditions for all city facilities.
- 2 Decrease the length of time from service request to completion of task.
- 3 Use the recently developed standard inspection form and review all city facilities for code compliance and safety concerns.
- 4 Support the Change Leadership Team in order to achieve the goals of the city.

GENERAL FUND – PUBLIC WORKS

BUDGET HIGHLIGHTS

- **Personnel Funded:** The Public Works Building Maintenance Division Budget consist of two positions; one Crew Leader and one Maintenance Worker.
- **Personnel Not Funded:** Both positions in this Division are filled.
- **Request Approved:** None.
- **Request Denied:** A team from various City departments has been established to inspect city buildings and develop a list of compliance needs at each building, so building maintenance could become *pro-active* in addressing deficiencies, rather than reactive. Implementation of this program will not be possible without additional funding in the CIP or contractual services.
- The Travel and Training budget is important, as this crew works with a lot of power tools, on roofs, and job safety is very important in this division.
- **Level of Service Changes:** As City facilities age, more funding for Contractual Services will be required.

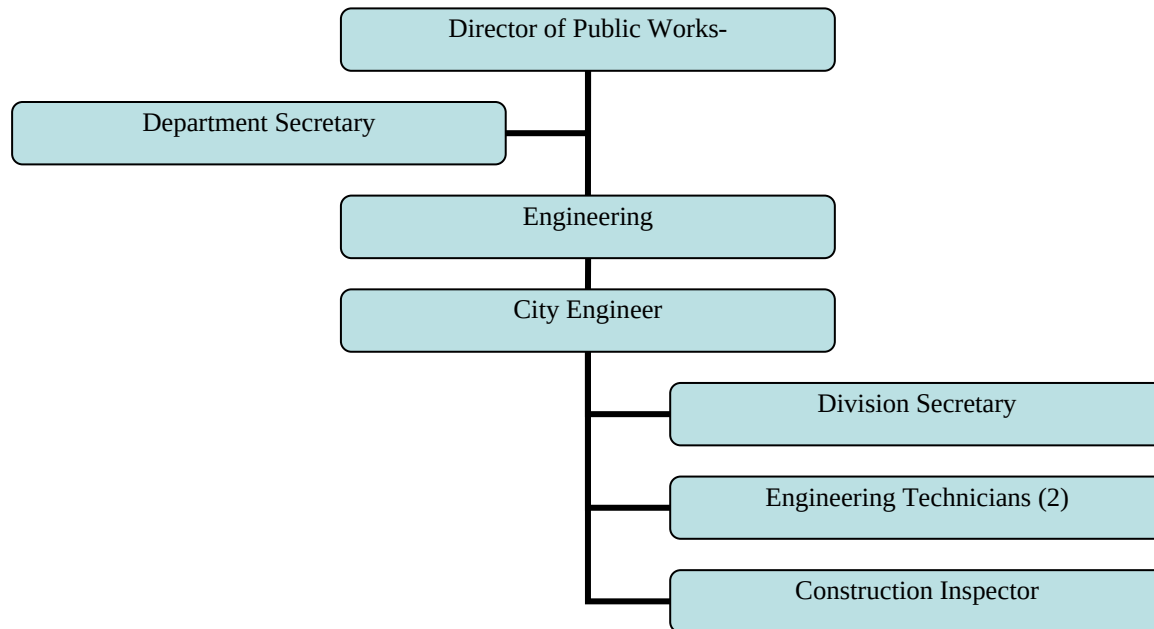
GENERAL FUND – PUBLIC WORKS

001-6300

PUBLIC WORKS - BUILDING MAINTENANCE

		FY 2009 Actual	FY 2010 Actual	FY 2011 Budget	FY 2011 Actual- Unaudited	FY 2012 Approved Budget
<u>Salaries & Wages</u>						
1001	Regular Salaries	125,585	117,609	113,718	117,691	119,203
1002	Part-time/Temporary	0	17,505	0	0	0
1003	Overtime	5,108	265	5,000	873	5,000
1004	Commissions					
	Total	130,693	135,379	118,718	118,564	124,203
<u>Benefits</u>						
1501	Health Insurance	26,410	21,297	24,222	21,297	21,298
1502	PERS Retirement	25,820	28,064	24,999	25,173	28,311
1503	Workers Comp	2,968	1,972	2,290	3,724	2,260
1504	Medicare	1,902	1,911	1,686	1,715	1,728
1505	Disability/Social Security	0	0	0	0	0
	Total	57,100	53,244	53,197	51,909	53,597
<u>Services and Supplies</u>						
2000	Maintenance	25,670	7,662	5,000	5,856	5,350
3000	Material & Supplies	19,732	29,603	45,000	32,901	45,000
4000	Travel & Training	122	155	2,160	828	2,160
5000	Contractual Services	135,780	123,698	90,000	121,053	90,000
6000	Other Operating Exp.	87	258	500	0	500
	Total	181,391	161,376	142,660	160,638	143,010
Total Operating Costs		369,184	349,999	314,575	331,111	320,810
7000	Capital Costs	0	0	0	0	0
8000	Other one-time Costs	0	0	0	0	23,500
Total Expenditures		369,184	349,999	314,575	331,111	344,310

ENGINEERING



MISSION STATEMENT/ACTIVITY DESCRIPTION.

Provide design and construction management for the development and maintenance of Boulder City's buildings and infrastructure. Provide design review, permitting and inspection of infrastructure improvements for private developments.

GOALS & STRATEGIC ISSUES

- 1 Manage consultant engineering contracts and construction contracts which provide specialized design and construction services for Boulder City.
- 2 Provide friendly, timely and effective customer service.
- 3 Support the Change Leadership Team to achieve the goals of the city.
- 4 Streamline the Engineering Division's permit process for private development in conjunction with the Community Development Department to make the process consistent and more user friendly for customers and staff.
- 5 Participate with regional planning agencies to secure funding for construction of major facilities in Boulder City.

GENERAL FUND – PUBLIC WORKS

BUDGET HIGHLIGHTS

- **Personnel Funded:** The Public Works Engineering Division Budget consist of four positions; the City Engineer, two Engineering Technicians, and the Construction Inspector.
- **Personnel Not Funded:** All positions in this Division are filled.
- **Operating Expense Categories:** The Travel and Training budget has been cut by \$3,000, or 20%. As a result, fewer staff members will attend conferences to stay up-to-date on the latest technologies and efficiencies. Travel required for projects will have to be funded by the specific project or be foregone. The City Engineer is required to maintain an Engineering License and associated continuing educational units.
- **Request Approved:** This budget includes a request for a new large format copier/scanner/printer.
- **Request Denied:** No vehicle and equipment replacement has been provided for in this year's budget, and the Engineering Division has two vehicles eligible for replacement according to the city's vehicle replacement schedule. A request for \$7,000 in overtime is not funded for HVAC call out during evenings and weekends. This could result in uncomfortable building conditions and unique closures in buildings.
- **Level of Service Changes:** City employees and citizens using City buildings on evenings and weekends will see a delayed response time for HVAC and lock problems. Having vehicle out of service for repairs will reduce productivity due to visits to mechanics and the process of securing loaner vehicles.

GENERAL FUND – PUBLIC WORKS

001-6500

PUBLIC WORKS - ENGINEERING

		FY 2009 Actual	FY 2010 Actual	FY 2011 Budget	FY 2011 Actual- Unaudited	FY 2012 Approved Budget
<u>Salaries & Wages</u>						
1001	Regular Salaries	282,200	225,706	282,298	284,273	282,312
1002	Part-time/Temporary	0	0	0	0	0
1003	Overtime	8,747	5,858	5,000	4,974	5,000
1004	Commissions					
	Total	290,947	231,564	287,298	289,247	287,312
<u>Benefits</u>						
1501	Health Insurance	37,323	37,269	38,987	37,269	39,679
1502	PERS Retirement	57,023	60,416	60,699	60,698	65,240
1503	Workers Comp	3,476	3,664	4,008	4,050	3,954
1504	Medicare	3,272	3,270	2,878	3,224	2,909
1505	Disability/Social Security	0	0	0	0	0
	Total	101,094	104,619	106,572	105,241	111,782
<u>Services and Supplies</u>						
2000	Maintenance	5,303	4,247	6,500	4,798	6,500
3000	Material & Supplies	4,308	6,398	8,000	8,322	8,000
4000	Travel & Training	4,200	4,265	6,000	5,077	6,000
5000	Contractual Services	21,832	5,586	25,000	6,585	15,000
6000	Other Operating Exp.	2,689	1,382	2,650	1,681	1,400
	Total	38,332	21,878	48,150	26,463	36,900
Total Operating Costs		430,373	358,061	442,020	420,951	435,994
7000	Capital Costs	4,185	0	20,000	0	5,000
8000	Other one-time Costs	0	0	0	0	0
Total Expenditures		434,558	358,061	462,020	420,951	440,994

GENERAL FUND – PUBLIC WORKS

OPERATING STATISTICS AND PERFORMANCE MEASURES:

The following table presents operating statistics and performance measures compiled from established data bases and internal documents. Information for 2011 and 2012 has been estimated. This information is presented in support of the basic budget estimates. Meaningful benchmark targets are provided for comparison purposes

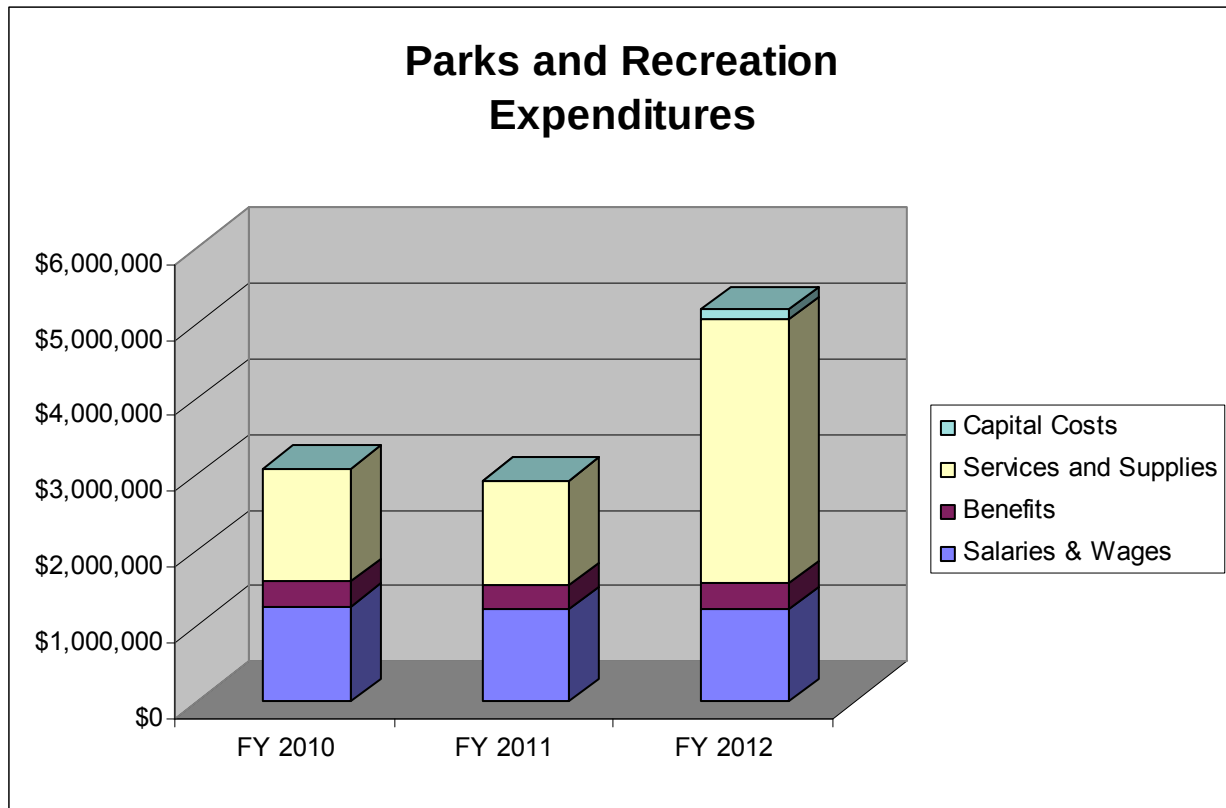
<u>Operating Statistics:</u>	2009 Actual	2010 Actual	2011 Estimated	2012 Estimated
Agenda Items	71	70	70	70
Engineering Projects Started	25	23	28	28
Total Reimbursed - RTC, CCRFCD, etc.	\$2,500,926	\$3,511,527	\$4,792,937	\$6,432,385

Performance Measures:

Engineering vs. General Fund budget	2.1%	1.7%	2.1%	1.8%
Percent of Engineering budget expended	99%	99%	100%	100%

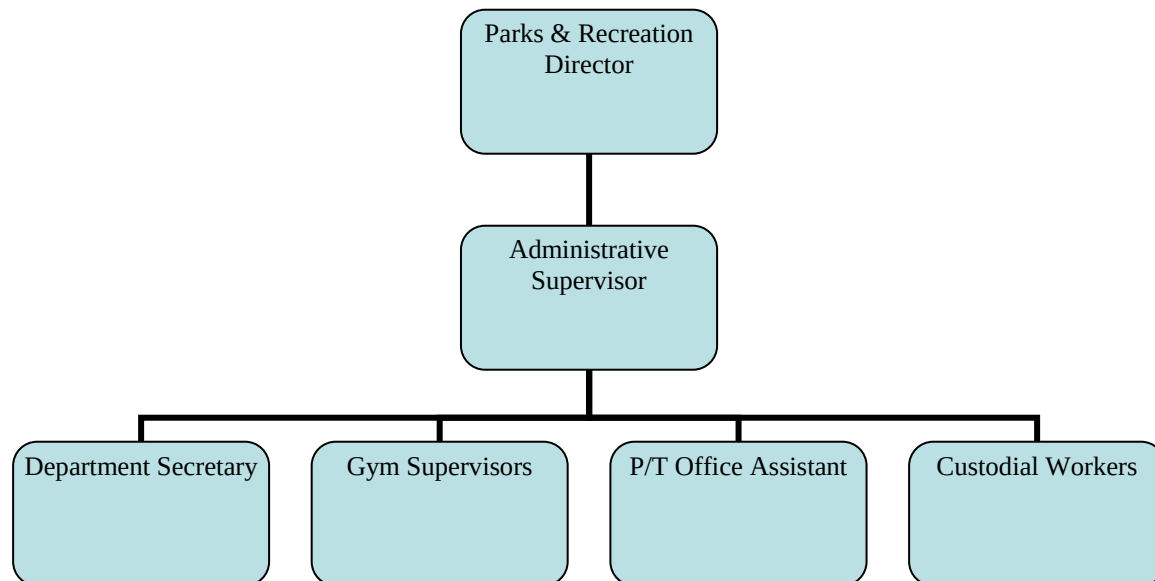
GENERAL FUND – CULTURE AND RECREATION

	2009-10	2010-11	2011-12	Percent
	Actual	Actual Unaudited	Budget	Change
Culture and Recreation				
Salaries & Wages	1,249,515	1,209,776	1,215,304	0.5%
Employee Benefits	338,499	317,773	342,262	-7.7%
Operations	1,490,197	1,395,414	3,498,121	150.7%
Capital	3,411	71	125,546	
Expenditure Total	3,081,622	2,923,034	5,181,233	77.3%



Departments/Divisions: Municipal Golf Course, Recreation, Senior Citizens, Swimming Pool.

CULTURE & RECREATION



MISSION STATEMENT/ACTIVITY DESCRIPTION:

The Parks and Recreation Director manages the day-to-day operations of the Parks and Recreation Department. The three major divisions include the Recreation Division, Aquatics Division and Golf Course Division. The following positions report to the Parks and Recreation Director: Recreation Program Coordinator, Youth and Adult Sports Coordinator, Aquatic Coordinator, Youth Center Coordinator, Fitness Center Coordinator, Art Center Coordinator, and Maintenance Supervisor. The Parks and Recreation Director is responsible for coordinating all major special events within the City including film shoots and video productions.

GOALS & STRATEGIC ISSUES:

- Continue to provide for the present and future recreation needs of Boulder City residents.
- Ensure that all recreation facilities are properly maintained, painted and in good condition.
- Continue to upgrade various parks, ball fields and recreation facilities on a yearly basis if funds are available
- Continue to offer current levels of recreational and leisure time services for participants of all ages while investigating new or enhanced services in keeping with available resources
- Continue to investigate the use of the River Mountain area for bike trails, general park use and develop a plan of activities to bring about the funding contributions from local, regional, stated and federal agencies.
- Continue to assess public and private capabilities for expanding special events and permanent cultural activities and facilities that will attract visitors to the community.
- Continue to develop policies and programs to increase the volume of outside visitors
- Ensure Parks and Recreation Department participation in the City's Change Leadership Team Program

GENERAL FUND – CULTURE AND RECREATION

BUDGET HIGHLIGHTS:

- Personnel Funded FY 2011-2012 include a full-time Director, full-time Department Secretary, full-time Recreation Coordinator in charge of classes, special events and marketing, full-time Recreation Youth & Adult Sports Coordinator, three part-time clerical personnel, 3 full-time custodians and 3 part-time custodians.
- Personnel Not Funded FY 2010-2011 include an anticipated \$17376 reduction to part-time salaries and wages. This would eliminate funding for gym supervisors. Levels of service decreased due to closure of the gymnasium on Friday, Saturday and Sunday. This decrease of service has continued for the past 2 years
- Curtailment of COLA increases for part-time employees
- Approval of PERS custodial worker upgraded to a full time position. This full time position will maintain the new restroom facility at Bicentennial Park as well as the additional facilities recently added to the department's responsibilities including Bootleg Canyon. Anticipated increase of \$24,892 to the salaries budget for this upgrade.
- Anticipated increase of \$3000 to the Materials & Supplies account for increased custodial supplies for the recreation facilities including the new public restrooms at Bicentennial Park.
- Anticipated \$600 increase to the Materials & Supplies account for a new mop gym necessary to maintain the gym floors.
- Anticipated \$500 reduction to the Travel & Training for recreation department. Reduction carried over from mid year reduction the FY 11 budget.
- Personnel Funded FY 2011-2012 include a full-time Director, full-time Department Secretary, full-time Recreation Coordinator in charge of classes, special events and marketing, full-time Recreation Youth & Adult Sports Coordinator, three part-time clerical personnel, 3 full-time custodians and 3 part-time custodians.

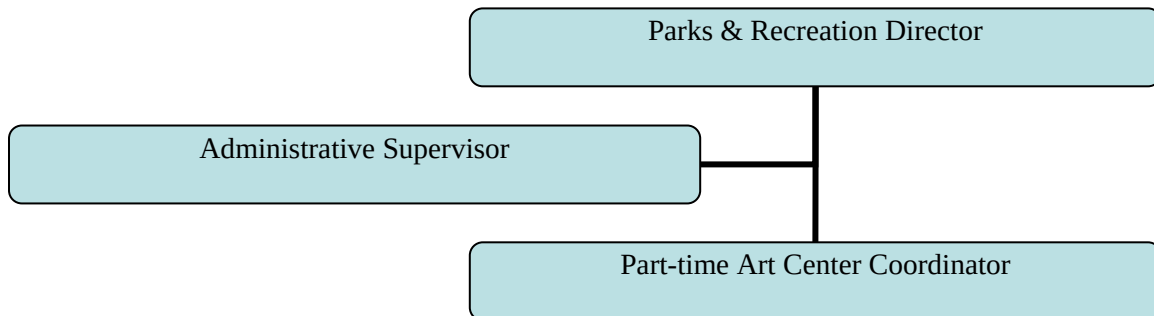
GENERAL FUND – CULTURE AND RECREATION

001-7100

RECREATION - ADMINISTRATION

		FY 2009 Actual	FY 2010 Actual	FY 2011 Budget	FY 2011 Actual- Unaudited	FY 2012 Approved Budget
<u>Salaries & Wages</u>						
1001	Regular Salaries	449,904	481,334	479,498	483,505	480,038
1002	Part-time/Temporary	112,025	86,777	111,245	82,612	115,902
1003	Overtime	2,944	1,369	2,000	0	2,000
1004	Commissions					
	Total	564,873	569,480	592,743	566,117	597,940
<u>Benefits</u>						
1501	Health Insurance	67,070	74,538	76,291	74,538	76,299
1502	PERS Retirement	110,234	113,493	120,092	113,127	123,204
1503	Workers Comp	9,884	9,453	12,940	9,686	11,279
1504	Medicare	4,369	5,378	5,553	5,341	5,554
1505	Disability/Social Security	1,336	1,824	1,622	2,133	4,165
	Total	192,893	204,686	216,498	204,825	220,501
<u>Services and Supplies</u>						
2000	Maintenance	17,571	14,956	18,550	18,819	18,550
3000	Material & Supplies	22,887	17,966	24,750	19,501	24,750
4000	Travel & Training	6,456	4,962	6,588	5,249	6,088
5000	Contractual Services	87,861	90,482	97,094	83,881	95,294
6000	Other Operating Exp.	-216	166	2,000	0	2,000
	Total	134,559	128,532	148,982	127,450	142,682
Total Operating Costs		892,325	902,698	958,223	898,392	965,123
7000	Capital Costs	22,026	0	0	0	0
8000	Other one-time Costs	0	0	0	0	28,492
Total Expenditures		914,351	902,698	958,223	898,392	993,615

ART CENTER – ABC PARK



MISSION STATEMENT/ACTIVITY DESCRIPTION:

The Parks and Recreation Director manages the day-to-day operations of the Parks and Recreation Department. The three major divisions include the Recreation Division, Aquatics Division and Golf Course Division. The following positions report to the Parks and Recreation Director: Recreation Administrative Supervisor, Recreation Program Coordinator, Youth and Adult Sports Coordinator, Aquatic Coordinator, Youth Center Coordinator, Fitness Center Coordinator, Art Center Coordinator, Golf Course Maintenance Supervisor and Bootleg Canyon Trail Master. The Parks and Recreation Director is all responsible for coordinating all major special events within the City including film shoots and video productions.

GOALS & STRATEGIC ISSUES:

- Continue to provide for the present and future recreation needs of Boulder City residents.
- Ensure that all recreation facilities are properly maintained, painted and in good condition.
- Continue to upgrade various parks, ball fields and recreation facilities on a yearly basis.
- Continue to offer current levels of recreational and leisure time services for participants of all ages while investigating either new or enhanced services in keeping with available resources
- Continue to assess public and private capabilities for expanding special events and permanent cultural activities and facilities that will attract visitors to the community.
- Continue to develop policies and programs to increase the volume of outside visitors to the community.
- Expand programs focused on the arts and look for ways to bring in additional revenue to help pay for them.
- Ensure Parks and Recreation Department participation in the City's Change Leadership Team Program

BUDGET HIGHLIGHTS

- The proposed budget anticipates a reduction to the budget for commissioned art instructors: reducing commissioned instructors by \$5500
- Budget Request Approved: anticipated increase of \$3360 to purchase a new Kiln.
- Levels of service should not be affected because the budgeted commissions are more in line with current commission payouts.
- Estimated revenue projected for FY 2011-2012 is \$16,000

GENERAL FUND – CULTURE AND RECREATION

001-7159

RECREATION - ABC PARK ART CENTER

		FY 2009 Actual	FY 2010 Actual	FY 2011 Budget	FY 2011 Actual- Unaudited	FY 2012 Approved Budget
<u>Salaries & Wages</u>						
1001	Regular Salaries	0	0	0	0	0
1002	Part-time/Temporary	40,370	41,135	42,538	38,179	37,038
1003	Overtime	0	0	0	0	0
1004	Commissions					
	Total	40,370	41,135	42,538	38,179	37,038
<u>Benefits</u>						
1501	Health Insurance	0	0	0	0	0
1502	PERS Retirement	6,199	6,369	5,992	6,358	5,992
1503	Workers Comp	1,185	1,162	1,353	1,199	1,353
1504	Medicare	585	596	617	554	617
1505	Disability/Social Security	436	486	899	370	899
	Total	8,405	8,613	8,861	8,481	8,861
<u>Services and Supplies</u>						
2000	Maintenance	0	0	3,201	2,143	3,201
3000	Material & Supplies	8,563	5,083	4,000	2,463	4,000
4000	Travel & Training	0	0	600	0	600
5000	Contractual Services	0	0	3,232	2,795	3,232
6000	Other Operating Exp.	0	0	0	0	0
	Total	8,563	5,083	11,033	7,401	11,033
Total Operating Costs		57,338	54,831	62,432	54,061	56,932
7000	Capital Costs	0	0	3,660	0	0
8000	Other one-time Costs	0	0	0	60	3,660
Total Expenditures		57,338	54,831	66,092	54,121	60,592

BOOTLEG CANYON TRAIL SYSTEM

MISSION STATEMENT/ACTIVITY DESCRIPTION:

The Parks and Recreation Director manages the day-to-day operations of the Parks and Recreation Department. The three major divisions include the Recreation Division, Aquatics Division and Golf Course Division. The following positions report to the Parks and Recreation Director: Recreation Program Coordinator, Youth and Adult Sports Coordinator, Aquatic Coordinator, Youth Center Coordinator, Fitness Center Coordinator, Art Center Coordinator, and Maintenance Supervisor. The Parks and Recreation Director is responsible for coordinating all major special events within the City including film shoots and video productions.

GOALS & STRATEGIC ISSUES:

- Continue to provide for the present and future recreation needs of Boulder City residents.
- Ensure that all recreation facilities are properly maintained, painted and in good condition.
- Continue to upgrade various parks, ball fields and recreation facilities on a yearly basis.
- Continue to offer current levels of recreational and leisure time services for participants of all ages while investigating either new or enhanced services in keeping with available resources
- Continue to investigate the use of the River Mountain area for bike trails, general park use and develop a plan of activities to bring about the funding contributions from local, regional, stated and federal agencies.
- Continue to assess public and private capabilities for expanding special events and permanent cultural activities and facilities that will attract visitors to the community.
- Continue to develop policies and programs to increase the volume of outside visitors to the community.
- The air, water and lands of the community should be managed in a manner that will protect the environment and conserve natural resources.
- Ensure Parks and Recreation Department participation in the City's Change Leadership Team Program

BUDGET HIGHLIGHTS:

- Personnel Funded by FY 2011-2012: The independent contractor for Bootleg Canyon was funded \$8,000, a reduction of \$40,000 from the contractors yearly fee.
- Personnel Not Funded: a full time trail coordinator responsible for organizing special events & races, maintaining & groom the trails, and further development Bootleg Canyon was not funded.
- Level of Service: the level of service will decrease as a result of this budgeted reduction. The trails are not being attended to on a daily basis. No one is actively marketing future business for Bootleg.
- Budget reduction in the contractual services account \$1000.

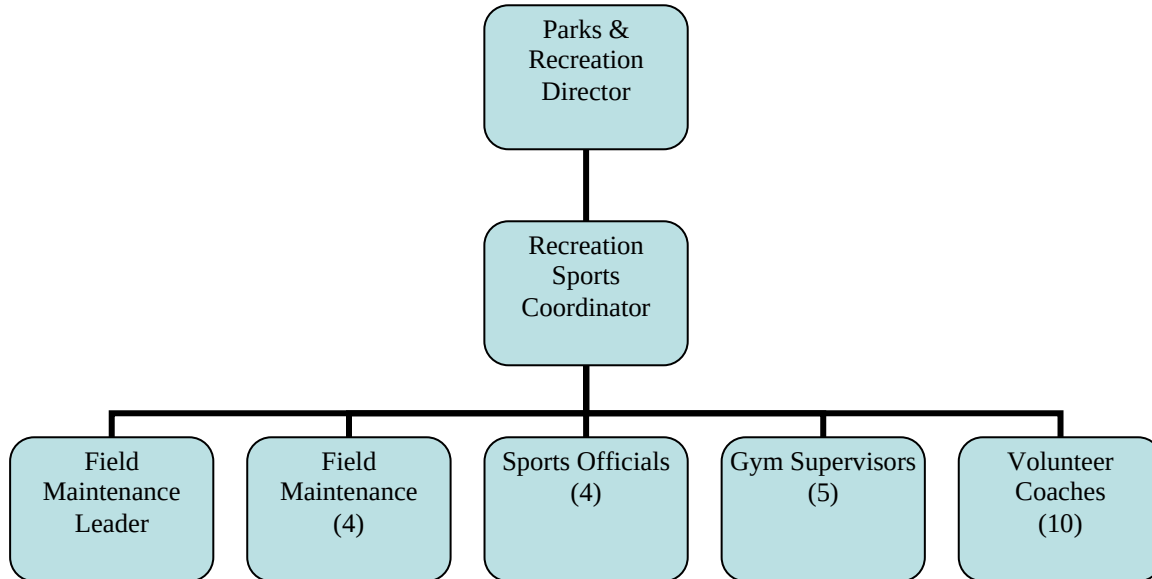
GENERAL FUND – CULTURE AND RECREATION

001-7160

RECREATION - BOOTLEG CANYON

		FY 2009 Actual	FY 2010 Actual	FY 2011 Budget	FY 2011 Actual- Unaudited	FY 2012 Approved Budget
<u>Salaries & Wages</u>						
1001	Regular Salaries	0	0	0	0	0
1002	Part-time/Temporary	0	405	0	1,991	0
1003	Overtime	0	0	0	0	0
1004	Commissions					
	Total	0	405	0	1,991	0
<u>Benefits</u>						
1501	Health Insurance					
1502	PERS Retirement	0	0	0	0	0
1503	Workers Comp	0	11	0	167	0
1504	Medicare	0	6	0	77	0
1505	Disability/Social Security	0	25	0	330	0
	Total	0	42	0	574	0
<u>Services and Supplies</u>						
2000	Maintenance	0	0	0	0	0
3000	Material & Supplies	584	853	3,000	1,802	3,000
4000	Travel & Training	0	0	0	0	0
5000	Contractual Services	28,000	0	8,000	3,335	7,000
6000	Other Operating Exp.	0	0	0	0	0
	Total	28,584	853	11,000	5,137	10,000
Total Operating Costs		28,584	853	11,000	5,137	10,000
7000	Capital Costs	0	0	0	0	0
8000	Other one-time Costs	0	0	0	0	0
Total Expenditures		28,584	1,300	11,000	7,702	10,000

ADULT SPORTS



MISSION STATEMENT/ACTIVITY DESCRIPTION:

The Parks and Recreation Director manages the day-to-day operations of the Parks and Recreation Department. The three major divisions include the Recreation Division, Aquatics Division and Golf Course Division. The following positions report to the Parks and Recreation Director: Recreation Program Coordinator, Youth and Adult Sports Coordinator, Aquatic Coordinator, Youth Center Coordinator, Fitness Center Coordinator, Art Center Coordinator, and Maintenance Supervisor. The Parks and Recreation Director is responsible for coordinating all major special events within the City including film shoots and video productions.

GOALS & STRATEGIC ISSUES:

- Continue to provide for the present and future recreation needs of Boulder City residents
- Ensure that all recreation facilities are properly maintained, painted and in good condition
- Continue to upgrade various parks, ball fields and recreation facilities on a yearly basis.
- Continue to offer current levels of recreational and leisure time services for participants of all ages while investigating either new or enhanced services in keeping with available resources
- Continue to assess public and private capabilities for expanding special events and permanent cultural activities and facilities that will attract visitors to the community
- Coordinator responsible for monitoring of cost versus revenue for the program
- Ensure Parks and Recreation Department participation in the City's Change Leadership Team Program

BUDGET HIGHLIGHTS

- Part-time hourly COLA increases curtailed for FY 2011-2012
- No travel and training allocated. IMPACT: employees will not get mileage reimbursement for using their personal vehicles resulting in employees needing to use City vehicles.
- Estimated revenue projected for FY 2011-2012 is \$15,000.

GENERAL FUND – CULTURE AND RECREATION

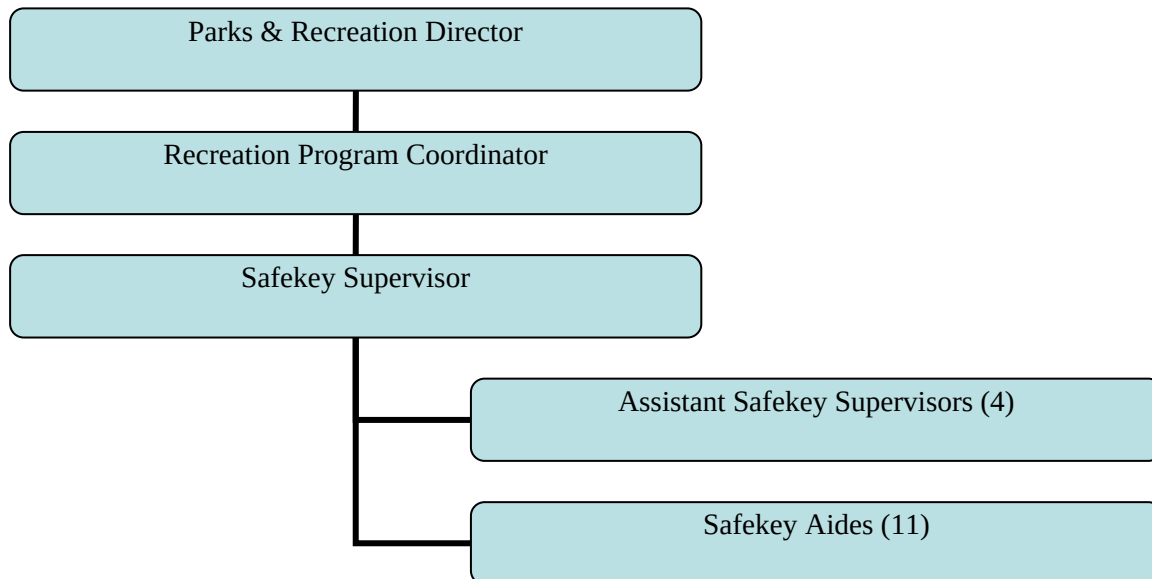
001-7156

RECREATION - ADULT SPORTS

		FY 2009 Actual	FY 2010 Actual	FY 2011 Budget	FY 2011 Actual- Unaudited	FY 2012 Approved Budget
<u>Salaries & Wages</u>						
1001	Regular Salaries	0	0	0	0	0
1002	Part-time/Temporary	9,731	4,501	8,748	5,211	8,748
1003	Overtime	0	0	0	0	0
1004	Commissions					
	Total	9,731	4,501	8,748	5,211	8,748
<u>Benefits</u>						
1501	Health Insurance	0	0	0	0	0
1502	PERS Retirement	637	0	0	0	0
1503	Workers Comp	300	139	853	177	853
1504	Medicare	144	65	391	76	391
1505	Disability/Social Security	411	279	1,666	323	1,666
	Total	1,492	483	2,910	576	2,910
<u>Services and Supplies</u>						
2000	Maintenance	0	0	0	0	0
3000	Material & Supplies	3,209	2,947	2,000	2,826	2,000
4000	Travel & Training	0	0	0	0	0
5000	Contractual Services	0	0	660	660	660
6000	Other Operating Exp.	347	0	0	0	0
	Total	3,556	2,947	2,660	3,486	2,660
Total Operating Costs		14,779	7,931	14,318	9,273	14,318
7000	Capital Costs	0	0	0	0	0
8000	Other one-time Costs	0	0	0	0	0
Total Expenditures		14,779	7,931	14,318	9,273	14,318

GENERAL FUND – CULTURE AND RECREATION

SAFEKEY



MISSION STATEMENT/ACTIVITY DESCRIPTION:

The Parks and Recreation Director manages the day-to-day operations of the Parks and Recreation Department. The three major divisions include the Recreation Division, Aquatics Division and Golf Course Division. The following positions report to the Parks and Recreation Director: Recreation, Recreation Program Coordinator, Youth and Adult Sports Coordinator, Aquatic Coordinator, Youth Center Coordinator, Fitness Center Coordinator, Art Center Coordinator, and Maintenance Supervisor. The Parks and Recreation Director is responsible for coordinating all major special events within the City including film shoots and video productions.

GOALS & STRATEGIC ISSUES:

- Continue to provide for the present and future recreation needs of Boulder City residents
- Ensure that all recreation facilities are properly maintained, painted and in good condition
- Continue to offer current levels of recreational and leisure time services for participants of all ages while investigating either new or enhanced services in keeping with available resources
- Ensure Parks and Recreation Department participation in the City's Change Leadership Team Program
- Coordinator responsible for monitoring the costs versus revenue for the program

BUDGET HIGHLIGHTS:

- Personnel Funded FY 2011-2012 include coordinator, supervisor, assistant supervisor and aides. Many of these employees also service our Summer Parks program.
- Curtailment of part-time COLA hourly wage increases for FY 2011-2012
- Budget reduction FY 2011-2012 of \$12,004: Reduction will primarily be taken from salaries and materials & supplies accounts.
- Level of Service: The level of service will not change.
- Estimated revenue projected for FY 2011-2012 is \$45,000.

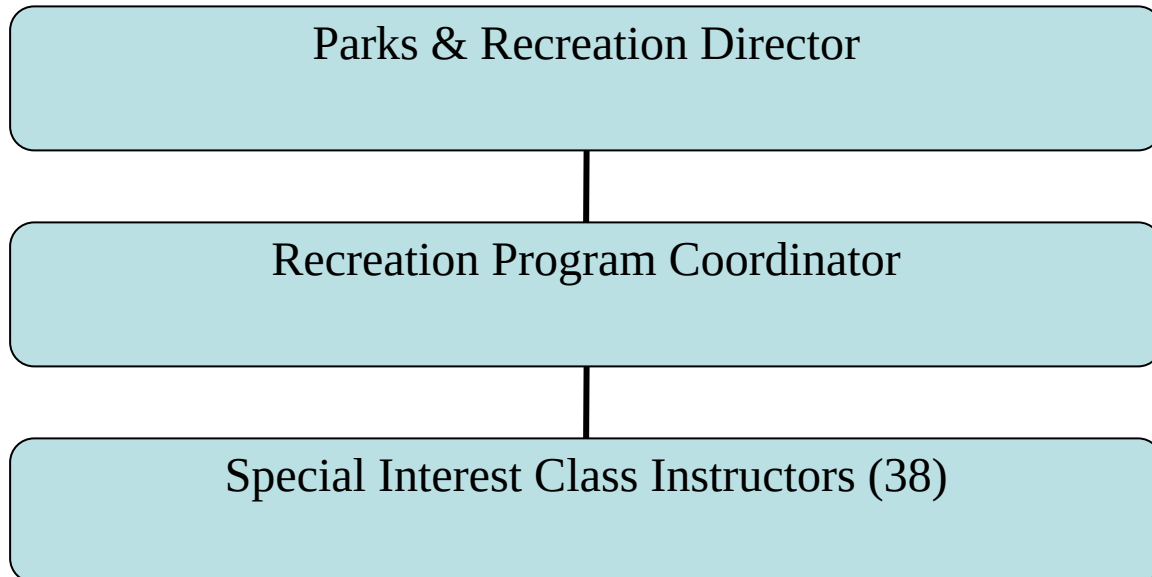
GENERAL FUND – CULTURE AND RECREATION

001-7154

RECREATION - SAFEKEY

		FY 2009 Actual	FY 2010 Actual	FY 2011 Budget	FY 2011 Actual- Unaudited	FY 2012 Approved Budget
<u>Salaries & Wages</u>						
1001	Regular Salaries	0	0	0	0	0
1002	Part-time/Temporary	41,943	26,364	43,576	26,294	36,076
1003	Overtime	0	0	0	0	0
1004	Commissions					
	Total	41,943	26,364	43,576	26,294	36,076
<u>Benefits</u>						
1501	Health Insurance	0	0	0	0	0
1502	PERS Retirement	0	0	0	0	0
1503	Workers Comp	1,278	752	1,723	825	1,147
1504	Medicare	608	382	784	381	523
1505	Disability/Social Security	2,600	1,635	3,354	1,630	2,237
	Total	4,486	2,769	5,861	2,836	3,907
<u>Services and Supplies</u>						
2000	Maintenance	0	0	0	0	0
3000	Material & Supplies	4,813	2,507	7,200	5,238	4,650
4000	Travel & Training	-113	19	464	25	464
5000	Contractual Services	0	30	0	0	0
6000	Other Operating Exp.	0	0	0	0	0
	Total	4,700	2,556	7,664	5,263	5,114
Total Operating Costs		51,129	31,689	57,101	34,393	45,097
7000	Capital Costs	0	0	0	0	0
8000	Other one-time Costs	0	0	0	0	0
Total Expenditures		51,129	31,689	57,101	34,393	45,097

SPECIAL INTEREST CLASSES



MISSION STATEMENT/ACTIVITY DESCRIPTION:

The Parks and Recreation Director manages the day-to-day operations of the Parks and Recreation Department. The three major divisions include the Recreation Division, Aquatics Division and Golf Course Division. The following positions report to the Parks and Recreation Director Recreation Program Coordinator, Youth and Adult Sports Coordinator, Aquatic Coordinator, Youth Center Coordinator, Fitness Center Coordinator, Art Center Coordinator, and Maintenance Supervisor. The Parks and Recreation Director is all responsible for coordinating all major special events within the City including film shoots and video productions.

GOALS & STRATEGIC ISSUES:

- Continue to provide for the present and future recreation needs of Boulder City residents.
- Ensure that all recreation facilities are properly maintained, painted and in good condition.
- Continue to offer current levels of recreational and leisure time services for participants of all ages while investigating either new or enhanced services in keeping with available resources
- Continue to assess public and private capabilities for expanding special events and permanent cultural activities and facilities that will attract visitors to the community.
- Continue to develop policies and programs to increase the volume of outside visitors to the community.
- Coordinator responsible for monitoring the costs versus revenue for the program
- Ensure Parks and Recreation Department participation in the City's Change Leadership Team Program

GENERAL FUND – CULTURE AND RECREATION

BUDGET HIGHLIGHTS:

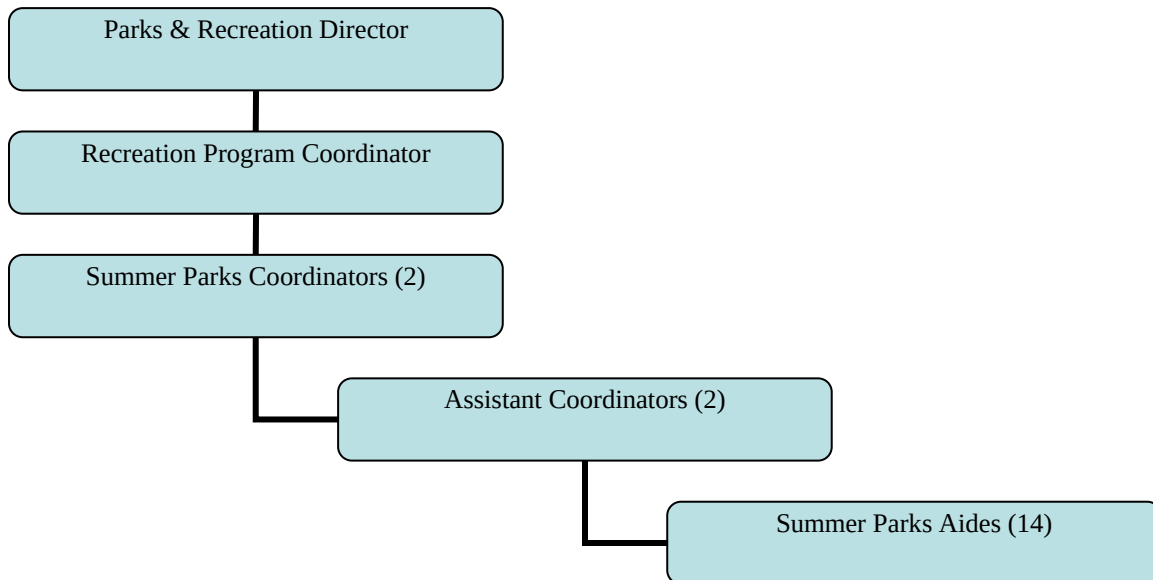
- Personnel Funded for FY 2011-2012: Include special interest instructors for our recreation classes. The number of instructors varies each month depending on class offerings and class participation. (Special Interest Instructors are paid 70% of monies collected from patrons attending the classes.)
- There were no new budget requests.
- Levels of Service: The level of service to the community should remain unchanged.
- Estimated revenue projected for FY 2011-2012 is \$64,000
- Personnel Funded for FY 2011-2012: Include special interest instructors for our recreation classes. The number of instructors varies each month depending on class offerings and class participation. (Special Interest Instructors are paid 70% of monies collected from patrons attending the classes.)

001-7151

RECREATION - SPECIAL CLASSES

		FY 2009 Actual	FY 2010 Actual	FY 2011 Budget	FY 2011 Actual- Unaudited	FY 2012 Approved Budget
<u>Salaries & Wages</u>						
1001	Regular Salaries	0	0	0	0	0
1002	Part-time/Temporary	51,920	47,586	50,000	52,827	50,000
1003	Overtime	0	0	0	0	0
1004	Commissions					
	Total	51,920	47,586	50,000	52,827	50,000
<u>Benefits</u>						
1501	Health Insurance	0	0	0	0	0
1502	PERS Retirement	0	0	0	0	0
1503	Workers Comp	1,481	1,344	1,908	1,658	1,908
1504	Medicare	730	690	870	766	870
1505	Disability/Social Security	2,632	2,834	3,720	3,157	3,720
	Total	4,843	4,868	6,498	5,581	6,498
<u>Services and Supplies</u>						
2000	Maintenance	0	0	0	0	0
3000	Material & Supplies	3,451	1,854	3,000	2,602	3,000
4000	Travel & Training	0	0	250	130	250
5000	Contractual Services	4,187	2,394	3,100	2,498	3,100
6000	Other Operating Exp.	441	128	700	277	700
	Total	8,079	4,376	7,050	5,507	7,050
Total Operating Costs		64,842	56,830	63,548	63,915	63,548
7000	Capital Costs	0	0	0	0	0
8000	Other one-time Costs	0	0	0	0	0
Total Expenditures		64,842	56,830	63,548	63,915	63,548

SUMMER PARKS



MISSION STATEMENT/ACTIVITY DESCRIPTION

The Parks and Recreation Director manages the day-to-day operations of the Parks and Recreation Department. The three major divisions include the Recreation Division, Aquatics Division and Golf Course Division. The following positions report to the Parks and Recreation Director: Recreation Program Coordinator, Youth and Adult Sports Coordinator, Aquatic Coordinator, Youth Center Coordinator, Fitness Center Coordinator, Art Center Coordinator, and Maintenance Supervisor. The Parks and Recreation Director is responsible for coordinating all major special events within the City including film shoots and video productions.

GOALS & STRATEGIC ISSUES

- Continue to provide for the present and future recreation needs of Boulder City residents
- Ensure that all recreation facilities are properly maintained, painted and in good condition
- Continue to offer current levels of recreational and leisure time services for participants of all ages while investigating either new or enhanced services in keeping with available resources
- Ensure Parks and Recreation Department participation in the Change Leadership Team Program.
- Coordinator responsible for monitoring the costs versus revenue for the program

GENERAL FUND – CULTURE AND RECREATION

BUDGET HIGHLIGHTS

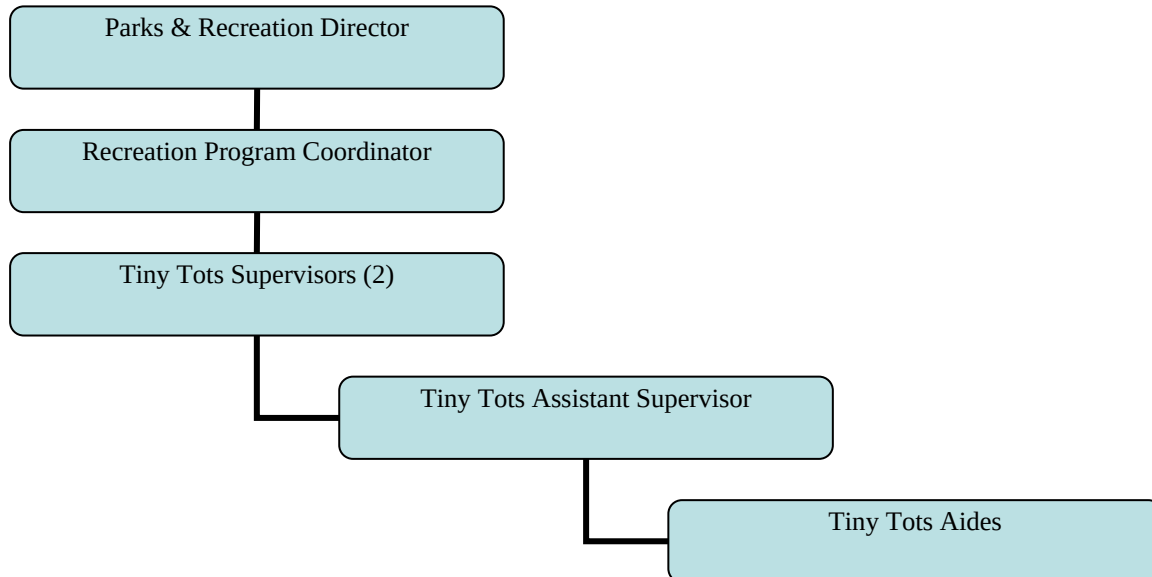
- Personnel Funded FY 2011-2012 include coordinator, supervisor, assistant supervisor and aides. Many of these employees also service our Safekey program.
- Curtailment of part-time COLA hourly wage increases for FY 2011-2012
- There were no new budget requests.
- Level of Service: The level of service will not change.
- Estimated revenue projected for FY 2011-2012 \$39,262
- Personnel Funded FY 2011-2012 include coordinator, supervisor, assistant supervisor and aides. Many of these employees also service our Safekey program.

001-7153

RECREATION - SUMMER PARKS

		FY 2009 Actual	FY 2010 Actual	FY 2011 Budget	FY 2011 Actual- Unaudited	FY 2012 Approved Budget
<u>Salaries & Wages</u>						
1001	Regular Salaries	0	0	0	0	0
1002	Part-time/Temporary	39,747	21,477	31,300	16,266	31,300
1003	Overtime	0	0	0	0	0
1004	Commissions					
	Total	39,747	21,477	31,300	16,266	31,300
<u>Benefits</u>						
1501	Health Insurance	0	0	0	0	0
1502	PERS Retirement	0	0	0	0	0
1503	Workers Comp	1,092	607	1,185	511	1,185
1504	Medicare	576	311	544	236	544
1505	Disability/Social Security	2,464	1,332	2,319	1,008	2,319
	Total	4,132	2,250	4,048	1,755	4,048
<u>Services and Supplies</u>						
2000	Maintenance	0	0	0	0	0
3000	Material & Supplies	1,538	809	3,000	1,745	3,000
4000	Travel & Training	0	104	464	0	464
5000	Contractual Services	110	0	450	212	450
6000	Other Operating Exp.	0	0	0	0	0
	Total	1,648	913	3,914	1,957	3,914
Total Operating Costs		45,527	24,640	39,262	19,978	39,262
7000	Capital Costs	0	0	0	0	0
8000	Other one-time Costs	0	0	0	11	0
Total Expenditures		45,527	24,640	39,262	19,989	39,262

TINY TOTS



MISSION STATEMENT/ACTIVITY DESCRIPTION:

The Parks and Recreation Director manages the day-to-day operations of the Parks and Recreation Department. The three major divisions include the Recreation Division, Aquatics Division and Golf Course Division. The following positions report to the Parks and Recreation Director: Recreation Program Coordinator, Youth and Adult Sports Coordinator, Aquatic Coordinator, Youth Center Coordinator, Fitness Center Coordinator, Art Center Coordinator, and Maintenance Supervisor. The Parks and Recreation Director is responsible for coordinating all major special events within the City including film shoots and video productions.

GOALS & STRATEGIC ISSUES:

- Continue to provide for the present and future recreation needs of Boulder City residents.
- Ensure that all recreation facilities are properly maintained, painted and in good condition.
- Continue to offer current levels of recreational and leisure time services for participants of all ages while investigating either new or enhanced services in keeping with available resources
- Ensure Parks and Recreation Department participation in the City's Change Leadership Team Program.
- Coordinator responsible for monitoring the costs versus revenue for the program

BUDGET HIGHLIGHTS

- Personnel Funded FY 2011-2012 include 2 supervisors and 2 assistant supervisors
- Curtailment of part-time COLA hourly wage increases for FY 2011-2012
- Budget Request Approved: Anticipated \$700 increase allotment for computer monitors and maintenance expenses.
- Levels of Service: The level of service will not change.
- Estimated revenue projected for FY 2011-2012 is \$40,000

GENERAL FUND – CULTURE AND RECREATION

001-7152

RECREATION - TINY TOTS

		FY 2009 Actual	FY 2010 Actual	FY 2011 Budget	FY 2011 Actual- Unaudited	FY 2012 Approved Budget
<u>Salaries & Wages</u>						
1001	Regular Salaries	0	0	0	0	0
1002	Part-time/Temporary	29,068	24,206	24,499	26,991	24,499
1003	Overtime	0	0	0	0	0
1004	Commissions					
	Total	29,068	24,206	24,499	26,991	24,499
<u>Benefits</u>						
1501	Health Insurance	0	0	0	0	0
1502	PERS Retirement	0	0	0	0	0
1503	Workers Comp	1,036	824	958	1,042	958
1504	Medicare	422	351	436	391	436
1505	Disability/Social Security	1,802	1,501	1,866	1,673	1,866
	Total	3,260	2,676	3,260	3,106	3,260
<u>Services and Supplies</u>						
2000	Maintenance	0	0	700	0	400
3000	Material & Supplies	2,977	2,757	3,000	3,226	3,000
4000	Travel & Training	784	128	464	300	464
5000	Contractual Services	728	811	1,000	542	1,000
6000	Other Operating Exp.	0	0	0	0	0
	Total	4,489	3,696	5,164	4,068	4,864
Total Operating Costs		36,817	30,578	32,923	34,165	32,623
7000	Capital Costs	0	0	0	0	0
8000	Other one-time Costs	0	0	0	0	0
Total Expenditures		36,817	30,578	32,923	34,165	32,623

FITNESS CENTER

MISSION STATEMENT/ACTIVITY DESCRIPTION:

The Parks and Recreation Director manages the day-to-day operations of the Parks and Recreation Department. The three major divisions include the Recreation Division, Aquatics Division and Golf Course Division. The following positions report to the Parks and Recreation Director: Recreation Program Coordinator, Youth and Adult Sports Coordinator, Aquatic Coordinator, Youth Center Coordinator, Fitness Center Coordinator, Art Center Coordinator, and Maintenance Supervisor. The Parks and Recreation Director is responsible for coordinating all major special events within the City including film shoots and video productions.

GOALS & STRATEGIC ISSUES:

- Continue to provide for the present and future recreation needs of Boulder City residents
- Ensure that all recreation facilities are properly maintained, painted and in good condition
- Continue to offer current levels of recreational and leisure time services for participants of all ages while investigating either new or enhanced services in keeping with available resources
- Ensure Parks and Recreation Department participation in the City's Change Leadership Team Program
- Coordinator responsible for monitoring the costs versus revenue for the program

BUDGET HIGHLIGHTS:

- Personnel Funded for FY 2011-2012: Include a part-time supervisor and 7 part-time attendants and 3 personal trainers. (Attendants and personal trainers paid 70% of monies collected from patrons attending the Fitness Center)
- No additional personnel requested
- Part-time hourly COLA increases curtailed for FY 2011-2012
- Overall \$10,000 Reduction to the Budget: Anticipated reduction in salaries \$7000, reduction in maintenance \$1500, reduction in materials and supplies \$1000 and reduction in travel and training \$500.
- Budget Request Approved: anticipated increase of \$1500 to the maintenance account for equipment repair. The increase will help to insure the equipment is working properly and well maintained.
- Budget Request Approved: new treadmill approved to be purchased \$4749
- Level of Service should remain the same.

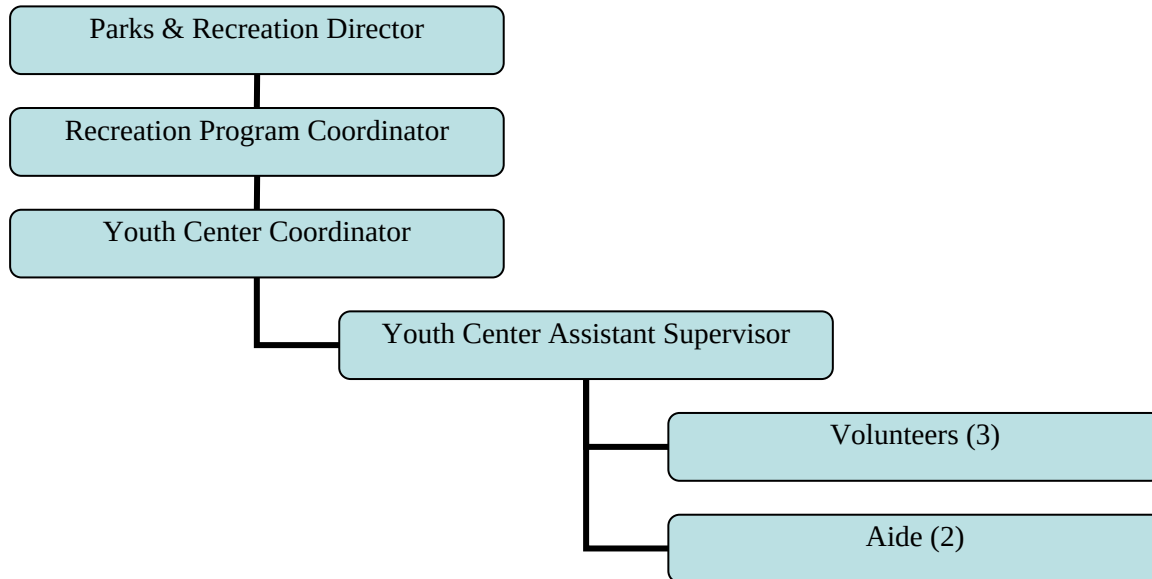
GENERAL FUND – CULTURE AND RECREATION

001-7155

RECREATION - FITNESS CENTER

		FY 2009 Actual	FY 2010 Actual	FY 2011 Budget	FY 2011 Actual- Unaudited	FY 2012 Approved Budget
<u>Salaries & Wages</u>						
1001	Regular Salaries	0	0	0	0	0
1002	Part-time/Temporary	62,225	67,490	64,530	56,521	58,530
1003	Overtime	0	0	0	0	0
1004	Commissions					
	Total	62,225	67,490	64,530	56,521	58,530
<u>Benefits</u>						
1501	Health Insurance	0	0	0	0	0
1502	PERS Retirement	4,006	4,316	4,673	4,222	4,673
1503	Workers Comp	1,833	1,912	2,166	1,774	1,861
1504	Medicare	902	979	988	820	849
1505	Disability/Social Security	2,561	2,841	2,908	2,235	2,339
	Total	9,302	10,048	10,735	9,051	9,722
<u>Services and Supplies</u>						
2000	Maintenance	1,651	2,538	8,201	3,841	6,701
3000	Material & Supplies	1,118	521	2,200	801	1,200
4000	Travel & Training	0	0	1,080	264	580
5000	Contractual Services	1,191	750	2,832	613	2,832
6000	Other Operating Exp.	0	0	0	0	0
	Total	3,960	3,809	14,313	5,519	11,313
Total Operating Costs		75,487	81,347	89,578	71,091	79,565
7000	Capital Costs	5,215	0	0	0	0
8000	Other one-time Costs	0	0	0	0	6,249
Total Expenditures		80,702	81,347	89,578	71,091	85,814

YOUTH CENTER



MISSION STATEMENT/ACTIVITY DESCRIPTION

The Parks and Recreation Director manages the day-to-day operations of the Parks and Recreation Department. The three major divisions include the Recreation Division, Aquatics Division and Golf Course Division. The following positions report to the Parks and Recreation Director: Recreation Program Coordinator, Youth and Adult Sports Coordinator, Aquatic Coordinator, Youth Center Coordinator, Fitness Center Coordinator, Art Center Coordinator, and Maintenance Supervisor. The Parks and Recreation Director is all responsible for coordinating all major special events within the City including film shoots and video productions.

GOALS & STRATEGIC ISSUES

- Continue to provide for the present and future recreation needs of Boulder City residents.
- Ensure that all recreation facilities are properly maintained, painted and in good condition.
- Continue to upgrade various parks, ball fields and recreation facilities on a yearly basis.
- Continue to offer current levels of recreational and leisure time services for participants of all ages while investigating either new or enhanced services in keeping with available resources
- Ensure Parks and Recreation Department participation in the City's Change Leadership Team Program

GENERAL FUND – CULTURE AND RECREATION

GOALS & STRATEGIC ISSUES

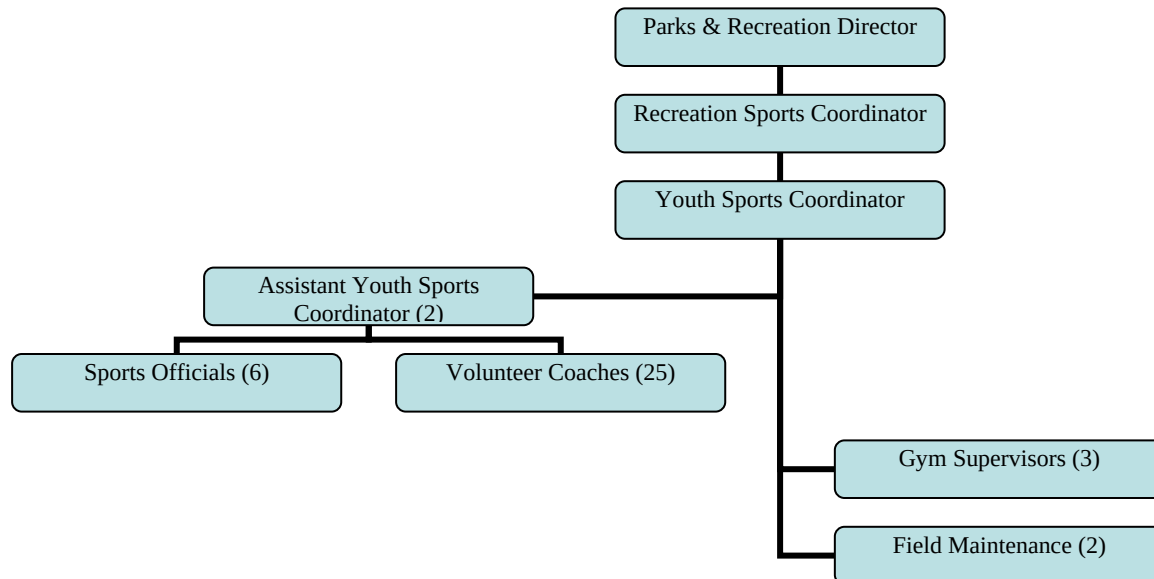
- Personnel Funded for FY 2011-2012: Included a part-time Youth Center Coordinator, one part-time Youth Center Leader and one part-time Youth Center Aide.
- Overall \$15,000 Reduction to the Budget: Anticipated reduction in salaries \$7500 (elimination of 1 part time aid), reduction in materials and supplies \$5000 and reduction in contractual expenses \$2500.
- Potential daily fee will be suggested to the City Council.
- Estimated revenue projected for FY 2011-2012 is \$10,000

001-7158

RECREATION - YOUTH CENTER

		FY 2009 Actual	FY 2010 Actual	FY 2011 Budget	FY 2011 Actual- Unaudited	FY 2012 Approved Budget
<u>Salaries & Wages</u>						
1001	Regular Salaries	0	0	0	0	0
1002	Part-time/Temporary	55,851	38,108	50,361	43,244	43,992
1003	Overtime	0	0	0	0	0
1004	Commissions					
	Total	55,851	38,108	50,361	43,244	43,992
<u>Benefits</u>						
1501	Health Insurance	0	0	0	0	0
1502	PERS Retirement	6,364	6,079	6,261	6,424	6,261
1503	Workers Comp	1,628	1,079	1,819	1,387	1,399
1504	Medicare	810	553	828	640	638
1505	Disability/Social Security	1,516	599	1,741	848	1,103
	Total	10,318	8,310	10,649	9,299	9,401
<u>Services and Supplies</u>						
2000	Maintenance	109	34	3,702	1,577	3,702
3000	Material & Supplies	6,600	3,765	8,000	6,011	3,000
4000	Travel & Training	834	646	720	539	720
5000	Contractual Services	0	1,435	7,032	3,377	4,532
6000	Other Operating Exp.	0	0	0	0	0
	Total	7,543	5,880	19,454	11,504	11,954
Total Operating Costs		73,712	52,298	80,464	64,047	65,347
7000	Capital Costs	0	0	0	0	0
8000	Other one-time Costs	0	0	0	0	0
Total Expenditures		73,712	52,298	80,464	64,047	65,347

YOUTH SPORTS



MISSION STATEMENT/ACTIVITY DESCRIPTION:

The Parks and Recreation Director manages the day-to-day operations of the Parks and Recreation Department. The three major divisions include the Recreation Division, Aquatics Division and Golf Course Division. The following positions report to the Parks and Recreation Director: Recreation Program Coordinator, Youth and Adult Sports Coordinator, Aquatic Coordinator, Youth Center Coordinator, Fitness Center Coordinator, Art Center Coordinator, and Maintenance Supervisor. The Parks and Recreation Director is responsible for coordinating all major special events within the City including film shoots and video productions.

GOALS & STRATEGIC ISSUES:

- Continue to provide for the present and future recreation needs of Boulder City residents.
- Ensure that all recreation facilities are properly maintained, painted and in good condition.
- Continue to upgrade various parks, ball fields and recreation facilities on a yearly basis.
- Continue to offer current levels of recreational and leisure time services for participants of all ages while investigating either new or enhanced services in keeping with available resources
- Continue to assess public and private capabilities for expanding special events and permanent cultural activities and facilities that will attract visitors to the community.
- Ensure Parks and Recreation Department participation in the City's Change Leadership Team Program
- Coordinator responsible for monitoring costs versus revenue for the program

GENERAL FUND – CULTURE AND RECREATION

BUDGET HIGHLIGHTS:

- Personnel Funded for FY 2011-2012: Include an assistant youth sports coordinator, sports referees/officials, sports scorers, and field prep staff. The total number of part-time positions fluctuates depending on the sport and schedules.
- Part-time hourly COLA increases curtailed for FY 2011-2012.
- Budget request not funded: Youth Sports Coordinator to assist with the demands of the Youth Sports Division and leagues \$9855 denied.
- Estimated revenue projected for FY 2011-2012 is \$38,000
- Personnel Funded for FY 2011-2012: Include an assistant youth sports coordinator, sports referees/officials, sports scorers, and field prep staff. The total number of part-time positions fluctuates depending on the sport and schedules.

001-7157

RECREATION - YOUTH SPORTS

		FY 2009 Actual	FY 2010 Actual	FY 2011 Budget	FY 2011 Actual- Unaudited	FY 2012 Approved Budget
<u>Salaries & Wages</u>						
1001	Regular Salaries	0	0	0	0	0
1002	Part-time/Temporary	34,113	19,642	25,633	28,631	25,633
1003	Overtime	0	0	0	0	0
1004	Commissions					
	Total	34,113	19,642	25,633	28,631	25,633
<u>Benefits</u>						
1501	Health Insurance	0	0	0	0	0
1502	PERS Retirement	224	0	0	0	0
1503	Workers Comp	1,302	680	899	1,065	899
1504	Medicare	495	285	411	415	411
1505	Disability/Social Security	2,047	1,218	1,753	1,775	1,753
	Total	4,068	2,183	3,063	3,255	3,063
<u>Services and Supplies</u>						
2000	Maintenance	76	0	200	0	200
3000	Material & Supplies	17,068	4,681	8,471	1,028	8,471
4000	Travel & Training	243	0	400	130	400
5000	Contractual Services	41	0	100	0	100
6000	Other Operating Exp.	-5,023	0	0	0	0
	Total	12,405	4,681	9,171	1,158	9,171
Total Operating Costs		50,586	26,506	37,867	33,044	37,867
7000	Capital Costs	0	0	0	0	0
8000	Other one-time Costs	0	0	0	0	0
Total Expenditures		50,586	26,506	37,867	33,044	37,867

MUNICIPAL GOLF COURSE

MISSION STATEMENT/ACTIVITY DESCRIPTION

The Parks and Recreation Director manages the day-to-day operations of the Parks and Recreation Department. The three major divisions include the Recreation Division, Aquatics Division and Golf Course Division. The following positions report to the Parks and Recreation Director: Recreation Program Coordinator, Youth and Adult Sports Coordinator, Aquatic Coordinator, Youth Center Coordinator, Fitness Center Coordinator, Art Center Coordinator, and Maintenance Supervisor. The Parks and Recreation Director is responsible for coordinating all major special events within the City including film shoots and video productions.

GOALS & STRATEGIC ISSUES

- 1 To maintain current standards and work closely with the management contract to potentially upgrade the playability of the golf course.
- 2 To determine future budgetary needs based on the expectations of our customers.
- 3 Continue to review golf course fees to ensure that the course is self supporting and gives the general fund a return on the land investment.
- 4 Continue to provide for the present and future golfing needs of our customers.
- 5 Ensure Parks and Recreation Department participation in the City's Change Leadership team program.
- 6 Supervisor responsible for monitoring costs versus revenue for the golf course.

BUDGET HIGHLIGHTS

In this time of recession the golf course budget has been drastically reduced. Along with reductions we have also been actively making adjustments to maximize our revenue. Below is a list of adjustments made in order to meet our budgetary goals.

- All Personnel for FY 2011-2012 including Part-time Facility Attendant Supervisor, part-time Golf Cart Mechanic and an average of ten part-time Facility Workers will be reassigned to the Golf Professional and will be paid as part of the contractual expense. In addition, \$50,000 has been added to contractual expense for the Golf Professional contract.
- Anticipated \$5000 reduction of Materials & Supplies Account. This reduction will eliminate the purchasing of golf score cards (\$4400) as well as reducing the advertising budget (\$600). A line item for the purchase of golf score cards will need to be added to next year's budget.
- Budget Requests Denied FY 2011-2012: The request for increase in the part-time salaries budget (\$25,000) for adequate cart barn staffing during busy times and tournaments.
- Budget Requests Denied FY 2011-2012: Annual audit for golf professional. The City is responsible for paying for the annual golf professional's annual audit (\$10,000). This budget requests has been denied and the auditors that do the city's annual audit will now conduct the golf professional's audit.
- The Level of Services at the Golf Course has not dipped beyond the point of return. Currently, most of the reductions made have only affected the aesthetics of the course and in some cases reduced customer service levels. Fortunately, these can all be reversed quickly in the event our economy starts moving in the right direction. As stated earlier the main objective is to keep our greens in

GENERAL FUND – CULTURE AND RECREATION

BUDGET HIGHLIGHTS

- excellent shape followed by our fairways, tees and roughs. We are also working diligently on maintaining our customer service levels although with current part-time salary allotments, we do not have the personnel available to monitor the course during busy periods. Golf Course Customer Service levels will decline.
- Estimated revenue projection for FY 2011-2012 \$1,205,000

001-7000

RECREATION - MUNICIPAL GOLF COURSE

		FY 2009 Actual	FY 2010 Actual	FY 2011 Budget	FY 2011 Actual- Unaudited	FY 2012 Approved Budget
<u>Salaries & Wages</u>						
1001	Regular Salaries	467,767	80,732	0	11,463	0
1002	Part-time/Temporary	151,195	76,504	75,000	87,237	0
1003	Overtime	4,893	87	0	0	0
1004	Commissions					
	Total	623,855	157,323	75,000	98,700	0
<u>Benefits</u>						
1501	Health Insurance	88,659	10,648	0	1,775	0
1502	PERS Retirement	106,621	20,465	0	2,400	0
1503	Workers Comp	13,256	3,206	2,385	2,748	0
1504	Medicare	8,807	2,301	1,088	1,427	0
1505	Disability/Social Security	6,846	3,741	4,650	5,393	0
	Total	224,189	40,361	8,123	13,743	0
<u>Services and Supplies</u>						
2000	Maintenance	32,270	5,007	28,100	2,881	25,000
3000	Material & Supplies	132,006	16,774	33,330	21,735	21,110
4000	Travel & Training	472	20	1,000	0	1,000
5000	Contractual Services	426,495	1,005,464	972,218	943,825	1,104,341
6000	Other Operating Exp.	391	3,451	3,500	3,001	3,500
	Total	591,634	1,030,716	1,038,148	971,442	1,154,951
Total Operating Costs		1,439,678	1,228,400	1,121,271	1,083,885	1,154,951
7000	Capital Costs	148,345	0	0	0	0
8000	Other one-time Costs	0	0	0	0	0
Total Expenditures		1,588,023	1,228,400	1,121,271	1,083,885	1,154,951

BOULDER CREEK GOLF COURSE

MISSION STATEMENT

To provide guests an unforgettable experience with each visit. Boulder Creek Golf Course strives to provide an environment where all team members realize their value and potential and encourage everyone to continually improve their skills to provide the finest service to guests and for enjoyment and advancement of their careers. Guests and team members alike will enjoy a warm, friendly and professional atmosphere where everyone will enjoy the game and business of golf.

Department Description

Our premier golf club, the Boulder Creek Golf Club, opened January 2003. A Golf shop, rental clubs for adults and youths, full banquet facility allowing us to host tournaments, corporate outings, banquets and weddings, a restaurant open for lunch and dinner, full bar, coffee bar, handicap computer. The Golf Shop at the Boulder Creek Golf Club was established to fulfill all golfing needs.

The beautiful blend of the Nevada desert and Boulder Creek Golf Club and the green surroundings, provides a unique ambience for those special events; weddings, business banquets or any special outing for families or organizations, where the facility can provide personalized meal and beverage packages.

The facility includes an 8,000 square foot pavilion tent that overlooks the beautiful golf course and lake. The pavilion tent can accommodate up to 350 guests while the restaurant can accommodate up to 100 guests. .

Milestones Met / Services Provided

For many years, the city of Boulder City had the vision to create a community and Clark County asset that would provide great golf programs and affordable recreation to the people who live and work here everyday.

Boulder City's goal is to provide a great facility and golf experience to all who visit. Whether a resort guest, local tournament, junior golfer, or major event, it will be honored to share the world class facility with all guests. The 27 holes were masterfully designed by Mark Rathert, of Rathert International Golf Design. Offering six sets of playing tees to compliment all skill levels, there is also the Development Tees. It's a smaller course integrated into all layouts and perfect for beginning players.

The East practice range tee at Boulder Creek is one of the largest in the West. The range is (400) yards in length and (200) yards wide and offers 60 grass practice spaces as well as 36 practice mats that allow for practice all year in 30 degree weather or at 100 degrees. A contoured fairway practice bunker adds to the opportunity to build skills at Boulder Creek. A private golf instruction area allows for a quick golf lesson from a Boulder Creek PGA or LPGA golf professional.

The short game area at the Boulder Creek practice facility has available any short golf shot a person would like to practice or learn. A practice green you would usually find on the golf course will provide realistic practice out of bunkers as well as uneven lies for pitching and chipping around the green. A synthetic practice putting green is available for beginning golfers to get the feel of putting prior to trying the golf course and more challenging putting. High quality golf equipment, custom fitting and golf equipment repair is a specialty at the Boulder Creek Golf Center. A golfer will enjoy the latest in equipment to help them customize golf clubs to their golf swing. Custom measurements such as ball spin rate, ball launch angle, club head and swing speed, ball speed, shaft deflection, grip size and other important functions and information to provide the best for guest's golf game. A golf club repair center provides upgrades or repair equipment from a new grip to hang on to or a new shaft embracing the highest technology.

GENERAL FUND – CULTURE AND RECREATION

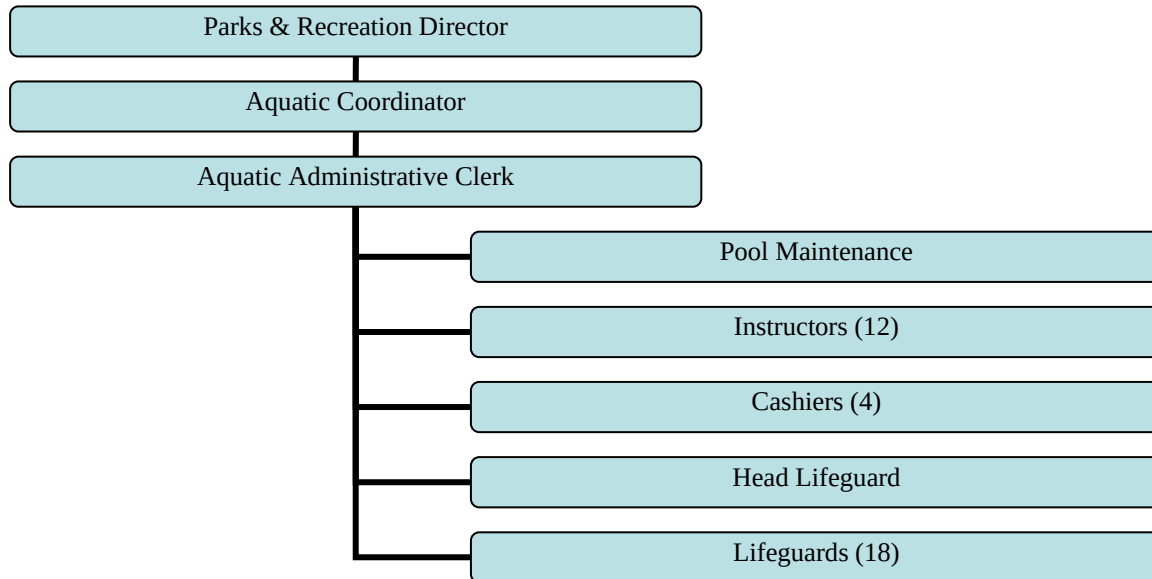
001-7300

RECREATION – BOULDER CREEK GOLF

		FY 2009 Actual	FY 2010 Actual	FY 2011 Budget	FY 2011 Actual- Unaudited	FY 2012 Approved Budget
<u>Salaries & Wages</u>						
1001	Regular Salaries	0	0	0	0	0
1002	Part-time/Temporary	0	0	13,513	12,818	13,513
1003	Overtime	0	0	0	0	0
1004	Commissions					
	Total	0	0	13,513	12,818	13,513
<u>Benefits</u>						
1501	Health Insurance	0	0	0	0	
1502	PERS Retirement	0	0	0	0	0
1503	Workers Comp	0	0	1,145	402	1,130
1504	Medicare	0	0	196	186	196
1505	Disability/Social Security	0	0	838	795	838
	Total	0		2,179	1,383	2,164
<u>Services and Supplies</u>						
2000	Maintenance	0	0	916,000	400,437	916,000
3000	Material & Supplies	0	0	100,000	145,371	100,000
4000	Travel & Training	0	0	0	0	0
5000	Contractual Services	0	0	798,410	801,760	798,410
6000	Other Operating Exp.	0	0	0	391,933	0
	Total	0	0	1,814,410	1,739,501	1,814,410
Total Operating Costs			0	1,830,102	1,753,702	1,830,087
7000	Capital Costs	0	0	85,000	2,591	85,000
8000	Other one-time Costs	0	0	0	0	0
Total Expenditures		0	0	1,915,102	1,756,293	1,915,087

GENERAL FUND – CULTURE AND RECREATION

AQUATICS



MISSION STATEMENT/ACTIVITY DESCRIPTION:

The mission statement of the Boulder City Parks and Recreation Department is to provide high quality and cost effective recreation programs and activities for all residents of Boulder City. These aquatic programs include: Learn To Swim classes, Water Aerobics, Low Impact Water Exercise, pre-competitive swim programs, Masters Swimming, and special interest programs for youth, adults and seniors. We are striving to meet the community's recreation and educational needs in all phases of our operation.

GOALS & STRATEGIC ISSUES

- 1 The goal of the Pool and Racquetball Complex is to continue to promote water safety, recreation, physical health and fitness in a safe, attractive and unique environment that meets the present and future needs of the Boulder City community.
- 2 Pursue cost effective ways to enhance the facility, operations and service, while ensuring a quality environment for our customers (Professional Excellence, Fiscal Responsibility, Caring Attitude)
- 3 Communicate all upcoming event dates and share marketing information with our community. (Professional Excellence, Fiscal responsibility)

GENERAL FUND – CULTURE AND RECREATION

BUDGET HIGHLIGHTS

Personnel funded FY 2011-12: Includes one full-time Aquatics Coordinator, one part-time Administration Clerk, one part-time Pool Maintenance Worker, four part-time Cashiers, 11 part time WSI/lifeguards, 7 part-time lifeguards, 7 part-time WSI, one part-time Head Lifeguard, and Commissioned Instructors (The number of instructors depends on the time of year and number of classes offered).

- Part-time COLA increase curtailed for FY 2011-12
- Increased programs. swimming, racquetball and pass fees anticipated to help off-set subsidy to operate pool. Total additional monies anticipated to be generated from increases: \$6,588.
- Budget Requests FY 2011-2012 Denied: Several budget requests were denied FY 2011-2012 however, they were added to the City Capital Improvement Project future funding requests. Upgrading the part-time aquatic clerk to full time was also denied along with increasing hourly wages of cashiers and lifeguard staff.
- Budget Requests FY 2011-2012 Approved: Southern Nevada Health District Pool Permit annual fees (\$2,145).
- Level Of Service: The Pool and Racquetball Complex was built in 1980 and many facility items are old and need to be replaced. Reduction in the repair of the pool and racquetball facility will diminish the appearance of the Aquatic Complex and possibly decrease the reliability of certain mechanical systems. Competition for lifeguards and WSI's in the Las Vegas Valley has increased over the last few years. Many other cities have increased their salaries for lifeguards, which makes it a challenge to secure guards and instructors for the summer swim season.
- Continue to consolidate pool use and structure programs to maintain maximum use of lifeguards, instructors and cashier staff with as minimal impact on patrons as possible.
- Estimated revenue projection FY 2011-2012 is \$110,000.

GENERAL FUND – CULTURE AND RECREATION

001-7300

RECREATION - SWIMMING POOL

		FY 2009 Actual	FY 2010 Actual	FY 2011 Budget	FY 2011 Actual- Unaudited	FY 2012 Approved Budget
<u>Salaries & Wages</u>						
1001	Regular Salaries	61,055	61,359	65,193	65,340	69,028
1002	Part-time/Temporary	219,397	167,799	215,007	183,102	215,007
1003	Overtime	3,465	799	4,000	362	4,000
1004	Commissions					
	Total	283,917	229,957	284,200	248,804	288,035
<u>Benefits</u>						
1501	Health Insurance	12,111	10,648	10,647	10,648	11,099
1502	PERS Retirement	22,862	22,354	26,056	23,190	29,693
1503	Workers Comp	9,252	7,105	11,167	8,515	12,117
1504	Medicare	4,293	3,413	5,060	3,726	4,176
1505	Disability/Social Security	10,550	7,359	14,354	8,612	10,842
	Total	59,068	50,879	67,284	54,691	67,927
<u>Services and Supplies</u>						
2000	Maintenance	12,486	12,164	17,126	16,617	17,126
3000	Material & Supplies	38,058	44,578	45,590	42,435	47,876
4000	Travel & Training	1,195	607	1,742	845	1,742
5000	Contractual Services	41,254	36,433	43,261	25,625	43,261
6000	Other Operating Exp.	100	0	0	0	0
	Total	93,093	93,782	107,719	85,522	110,005
Total Operating Costs		436,078	374,618	459,203	389,017	465,967
7000	Capital Costs	34,231	3,411	2,286	0	0
8000	Other one-time Costs	0	0	0	0	2,145
Total Expenditures		470,309	378,029	461,489	389,017	468,112

GENERAL FUND – CULTURE AND RECREATION

SENIOR CENTER

MISSION STATEMENT/ACTIVITY DESCRIPTION:

The mission statement of the Boulder City Parks and Recreation Department is to provide high quality and cost effective recreation programs and activities for all residents of Boulder City. These programs include special interest classes, youth and adult sports, cultural arts and special events for youth, adults and seniors. We are striving to meet the community's recreational needs in all phases of our operation.

GOALS & STRATEGIC ISSUES:

- 1 Continue to ensure that the Senior Center facility is properly maintained, painted and in good condition.
- 2 Continue to provide for the present and future needs of the senior citizen population in Boulder City.

BUDGET HIGHLIGHTS:

- 70% of the Center's participants are over 70 and over 50% of them live alone.
- The Center provides a nutritional program for congregate diners and meals on wheels participants, and transportation to the nutrition program. The Center also provides transportation to medical appointments, social and recreational activities, shopping, personal business and employment.
- Health maintenance is provided by the Center such as hearing, blood pressure screenings, a clinic for diabetes, toenail care and better respiration. The Center also provides stress management programs such as back and foot massage and Reiki massage. Counseling services such as tax assistance, Medicare, paralegal, food commodities, and social security are available each month. Weekly talks are held that cover information helpful to seniors on medical, financial and independent living topics. Recreational activities such as yoga, coin collecting, poker, pinochle, literacy program, mah jong, bingo, movie club and senior games are enjoyed by the seniors.
- Renovation and relocation of the Senior Center was completed in 2006-2007.

GENERAL FUND – CULTURE AND RECREATION

001-7200

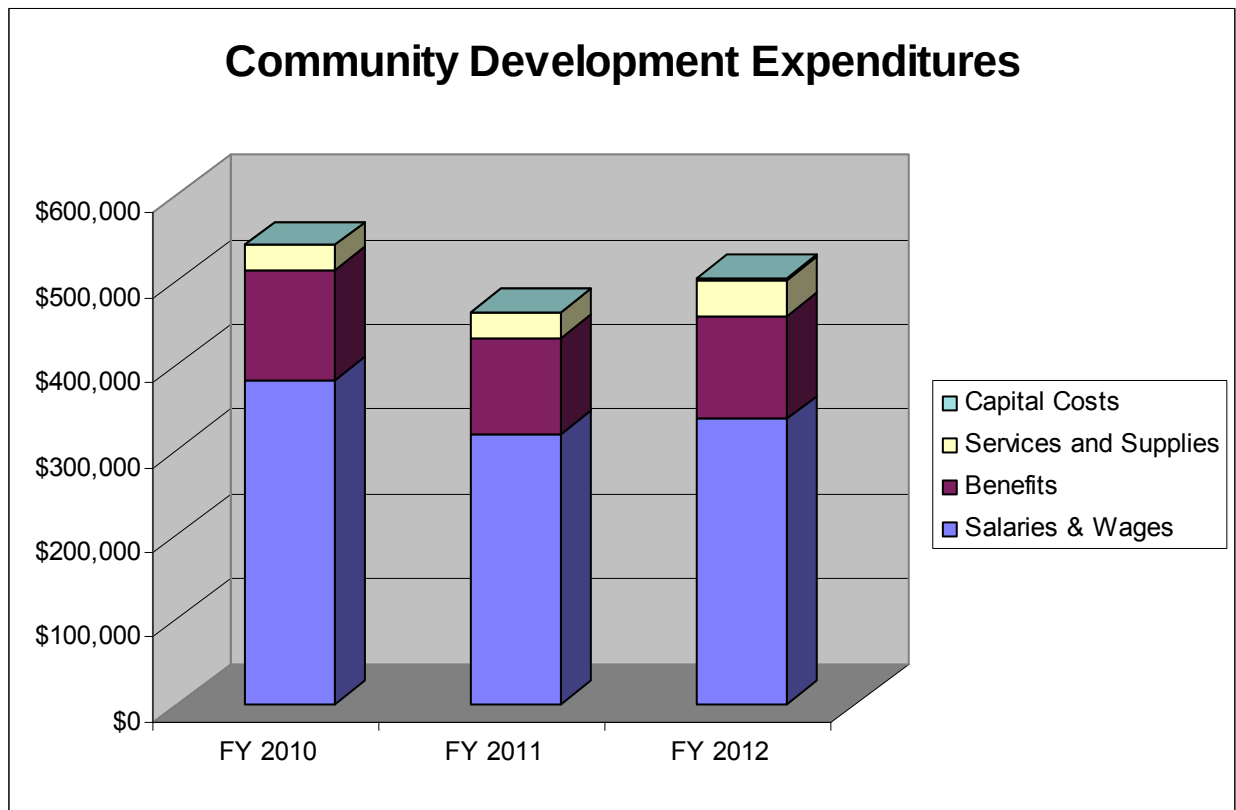
RECREATION - SENIOR CITIZENS

		FY 2009 Actual	FY 2010 Actual	FY 2011 Budget	FY 2011 Actual- Unaudited	FY 2012 Approved Budget
<u>Salaries & Wages</u>						
1001	Regular Salaries	0	0	0	0	0
1002	Part-time/Temporary					
1003	Overtime					
1004	Commissions	0	0	0	0	0
	Total					0
<u>Benefits</u>						
1501	Health Insurance	0	0	0	0	0
1502	PERS Retirement	0	0	0	0	0
1503	Workers Comp	0	0	0	0	0
1504	Medicare					0
1505	Disability/Social Security	0	0	0	0	0
	Total					0
<u>Services and Supplies</u>						
			0	0	0	0
2000	Maintenance	0	0	0	0	0
3000	Material & Supplies	0	0	0	0	0
4000	Travel & Training	160,000	195,000	195,000	160,000	195,000
5000	Contractual Services	0	0	0	0	0
6000	Other Operating Exp.	160,000	195,000	195,000	160,000	195,000
	Total	160,000	195,000	195,000	160,000	195,000
Total Operating Costs						
		77,253				
		0	0	0	0	
7000	Capital Costs	0	0	0	0	0
	Other one-time					
8000	Costs	160,000	195,000	195,000	160,000	195,000
Total Expenditures						
		0	0	0	0	0

GENERAL FUND – COMMUNITY DEVELOPMENT

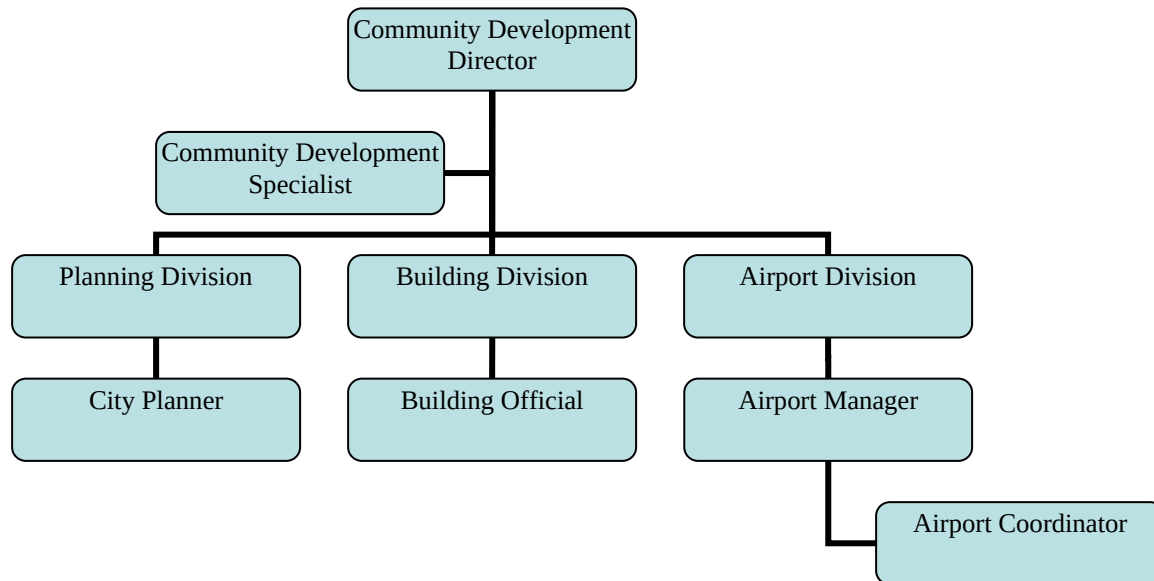
COMMUNITY DEVELOPMENT

Community Development	2009-10 Actual	2010-11 Actual Unaudited	2011-12 Budget	Percent Change
Salaries & Wages	381,734	318,393	336,492	5.7%
Employee Benefits	130,064	113,754	120,897	6.3%
Operations	29,535	30,300	43,638	44.0%
Capital	-	-	1,000	
Expenditure Total	541,333	462,447	502,027	8.6%



Departments/Divisions: Community Development Administration, Planning and Zoning, Building Inspection and Code Enforcement, Urban Design.

COMMUNITY DEVELOPMENT



MISSION STATEMENT/ACTIVITY DESCRIPTION

The Community Development Director manages all day-to-day operations of the Community Development Department, which includes the Planning Division, Building Inspections Division, Airport Division and the Redevelopment Agency. The Administration Division is responsible for processing and ensuring payment for all functions of the various divisions. The Director is also required to represent the City on various regional committees and groups such as the Southern Nevada Regional Planning Coalition and the Regional Transportation Commission as specified in the NRS and other laws or regulations. The guiding documents for the overall department function are the City's Master Plan, Zoning Ordinance, International Building Codes, and the Redevelopment Plan for the City.

GOALS & STRATEGIC ISSUES

- 1 Provide detailed and useful information to the general public on the programs offered by the Community Development Department through the use of BCTV, the City's Speaker's Bureau, and newsletters
- 2 Seek effective ways to maintain the current service level with fewer resources
- 3 Seek means by which to conserve limited financial resources and yet enhance services provided to the public

BUDGET HIGHLIGHTS

- Department Head salary is partially funded by the Redevelopment Agency Fund (10%) and the Airport Fund (5%)
- Remaining base budget to remain constant with FY2009-10 levels with no increase

GENERAL FUND – COMMUNITY DEVELOPMENT

001-9000

COMMUNITY DEVELOPMENT - ADMINISTRATION

		FY 2009 Actual	FY 2010 Actual	FY 2011 Budget	FY 2011 Actual- Unaudited	FY 2012 Approved Budget
<u>Salaries & Wages</u>						
1001	Regular Salaries	156,751	157,777	154,783	105,199	98,147
1002	Part-time/Temporary	75	7,033	0	3,827	25,000
1003	Overtime	799	470	2,797	0	0
1004	Commissions					
	Total	157,625	165,280	157,580	109,026	123,147
<u>Benefits</u>						
1501	Health Insurance	20,657	19,699	19,885	10,826	9,678
1502	PERS Retirement	31,692	34,353	33,278	22,422	23,310
1503	Workers Comp	2,816	1,980	2,117	1,291	1,260
1504	Medicare	3,001	2,457	2,244	1,628	1,837
1505	Disability/Social Security	222	57	0	237	1,050
	Total	58,388	58,546	57,524	36,404	37,135
<u>Services and Supplies</u>						
2000	Maintenance	0	292	1,800	460	0
3000	Material & Supplies	485	1,274	3,820	1,886	2,820
4000	Travel & Training	7,379	5,240	11,700	7,482	4,700
5000	Contractual Services	3,460	3,606	3,538	2,751	3,538
6000	Other Operating Exp.	-1,859	0	1,500	293	0
	Total	9,465	10,412	22,358	12,872	11,058
Total Operating Costs		225,478	234,238	237,462	158,302	171,340
7000	Capital Costs	0	0	0	0	0
8000	Other one-time Costs	0	0	0	0	0
Total Expenditures		225,478	234,238	237,462	158,302	171,340

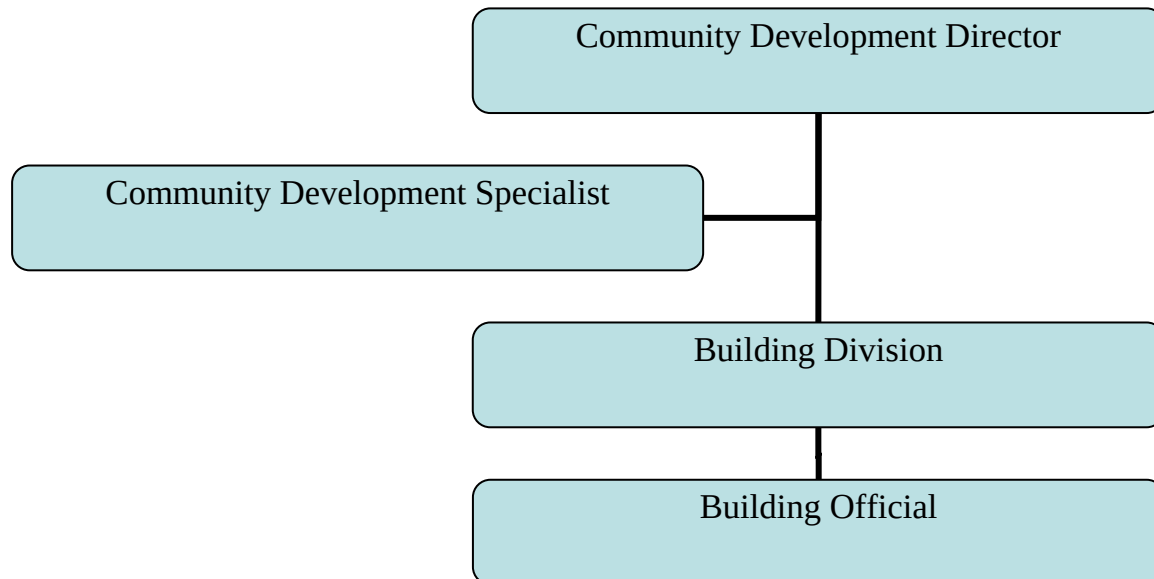
GENERAL FUND – COMMUNITY DEVELOPMENT

OPERATING STATISTICS AND PERFORMANCE MEASURES:

The following table presents operating statistics and performance measures compiled from established data bases and internal documents. Information for 2011 and 2012 has been estimated. This information is presented in support of the basic budget estimates. Meaningful benchmark targets are provided for comparison purposes

	2009 Actual	2010 Actual	2011 Estimated	2012 Estimated
<u>Operating Statistics:</u>				
Committees and Special Interest Meetings	112	106	112	112
Commissions/Committees Staffed	41	40	42	42
New Ordinances Written/Adopted	6	5	5	5
<u>Performance Measures:</u>				
Community Development vs. General Fund budget	1.1%	1.1%	0.7%	0.7%
Percent of Community Development budget expended	99%	99%	100%	100%

BUILDING INSPECTION



MISSION STATEMENT/ACTIVITY DESCRIPTION

The Building Inspection & Code Enforcement Division is responsible for the enforcement of all non-police department related laws and ordinances. Building Inspections section reviews all building plans for compliance with applicable International Building Codes and locally adopted codes to ensure safe and proper construction. They inspect all permitted buildings to ensure compliance with the approved plans, and will issue a certificate of occupancy to certify compliance at completion of a project. The Code Enforcement section investigates all citizen and city generated complaints alleging a violation of city code, which also includes business license violations, weeds, trash, abandoned vehicles, illegal signs, unkempt yards and pools, and other non-criminal code related violations. Required to appear in court as necessary to complete enforcement process for those violators who choose not to cooperate.

In FY2007-08, the Building Division had 2 building inspectors (one full-time, one contract), contracted out building plan review services, and a contract code enforcement officer. For FY 10/11, the two building inspector positions are kept open, we will perform building plan review in-house with existing staff, and the code enforcement function is now performed by a part-time employee with the General Fund paying half of the salary. Total savings over 07/08 - \$256,000. However, this does not come without a cost – the City's Building Official is performing the building inspection duties, plan review duties, and day-to-day administration of the building code. Employee burn-out is likely if continued for an extended period of time.

GENERAL FUND – COMMUNITY DEVELOPMENT

GOALS & STRATEGIC ISSUES

- 1 Maintain the current level of service to all building department customers
- 2 Provide good customer service – inspections with a smile
- 3 Effectively communicate city ordinances and laws that govern property use to gain voluntary compliance
- 4 Continue to use BCTV and other media outlets at the City's disposal to educate the public on Division activities and code requirements
- 5 Continue to receive appropriate training and maintenance of required certificates

BUDGET HIGHLIGHTS

- Building inspector positions, while funded, will be kept "open" and not filled
- Code Enforcement is funded 50% by general fund, 50% by the Redevelopment Agency
- Travel and Training budget reduced 20% from FY2008-09 approved levels.

001-9200

COMMUNITY DEVELOPMENT - BUILDING INSPECTION

		FY 2009 Actual	FY 2010 Actual	FY 2011 Budget	FY 2011 Actual- Unaudited	FY 2012 Approved Budget
<u>Salaries & Wages</u>						
1001	Regular Salaries	165,101	113,434	92,196	116,626	117,368
1002	Part-time/Temporary	221	8,364	28,840	0	0
1003	Overtime	2,940	0	3,781	0	3,781
	Total					124,817
<u>Benefits</u>						
		168,262	121,798	124,817	116,626	121,149
1501	Health Insurance					
1502	PERS Retirement	22,070	14,198	22,500	15,972	16,875
1503	Workers Comp	33,478	20,568	25,711	24,896	27,876
1504	Medicare	2,024	1,874	1,718	1,793	1,695
1505	Disability/Social Security	2,440	2,106	1,755	1,750	1,702
	Total	60,012	38,746	51,684	44,411	48,148
<u>Services and Supplies</u>						
2000	Maintenance	4,397	3,301	17,600	2,693	20,150
3000	Material & Supplies	2,488	9,423	3,500	2,817	3,500
4000	Travel & Training	564	315	700	325	700
5000	Contractual Services	70,064	2,365	3,850	9,113	3,850
6000	Other Operating Exp.	-100	0	750	-667	0
	Total	77,413	15,404	26,400	14,281	28,200
Total Operating Costs						
		305,687	175,948	202,901	175,318	197,497
7000	Capital Costs	0	0	0	0	0
	Other one-time					
8000	Costs	0	0	0	0	0
Total Expenditures						
		305,687	175,948	202,901	175,318	197,497

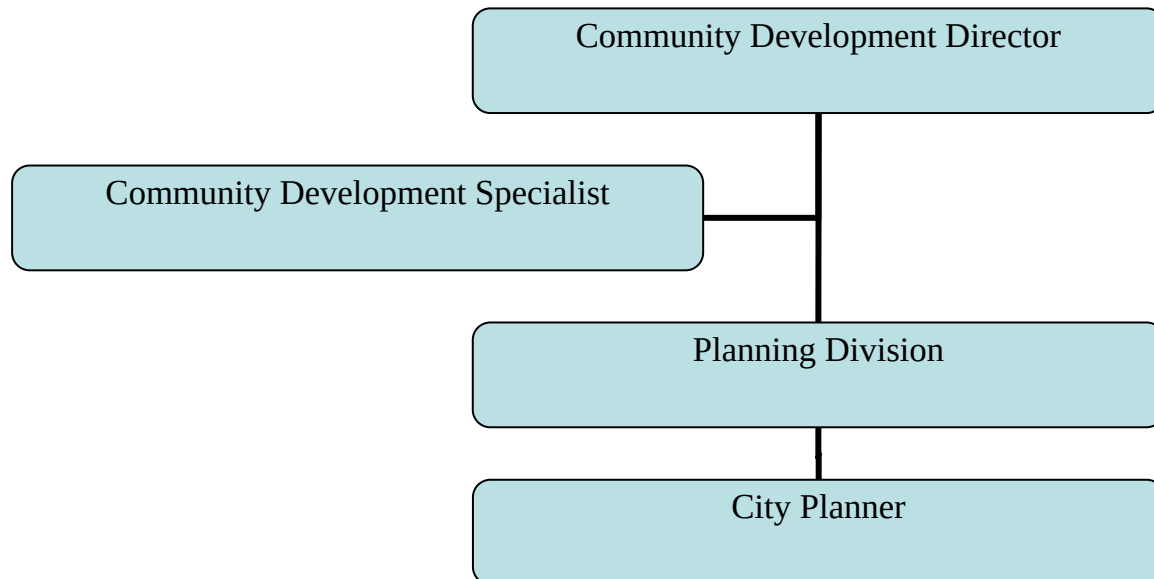
GENERAL FUND – COMMUNITY DEVELOPMENT

OPERATING STATISTICS AND PERFORMANCE MEASURES:

The following table presents operating statistics and performance measures compiled from established data bases and internal documents. Information for 2011 and 2012 has been estimated. This information is presented in support of the basic budget estimates. Meaningful benchmark targets are provided for comparison purposes

	2009 Actual	2010 Actual	2011 Estimated	2012 Estimated
<u>Operating Statistics:</u>				
Building Permit Applications (calendar year)	490	487	480	460
Building Inspections (calendar year)	5450	5369	5400	5300
Plan Reviews (calendar year)	495	487	490	485
Code Violations Investigated (calendar year)	741	730	730	720
<u>Performance Measures:</u>				
Building Inspection vs. General Fund budget	1.4%	0.8%	0.8%	0.8%
Percent of Building Inspection budget expended	99%	99%	100%	100%

PLANNING & ZONING



MISSION STATEMENT/ACTIVITY DESCRIPTION

The Planning Division of the Community Development Department is responsible for the day-to-day general city planning functions for the city. This includes review of all requests for building permits for zoning compliance, processing of all applications for Planning Commission review (such as Conditional Use Permits, Variance Requests, Master Plan Amendments, Ordinance Amendments, Land Management Plan zoning reviews, and appeals). The City Planner is also responsible to administer the City's Community Development Block Grant (CDBG) program, including ensuring compliance with applicable federal laws and monitoring the grant sub-recipients who receive CDBG funding through the City. The City Planner is responsible for managing the City's Growth Control Ordinance by reviewing all requests for construction to ensure the statutory limits are not exceeded and reporting back to the Planning commission on a monthly basis. Lastly, the City Planner serves as the City's representative on several county-wide committees for local coordination and population estimating.

GOALS & STRATEGIC ISSUES

- 1 Provide an informed and professional recommendation to all public bodies on all requests brought before them, such as the Planning Commission, Historic Preservation Committee, Allotment Committee and City Council
- 2 Ensure all actions are consistent with the City's Core Values
- 3 Seek new means by which to continue to provide high levels of services with diminishing resources
- 4 Provide professional training to the assigned City committees and commissions so that they may be able to serve the City and citizens effectively

GENERAL FUND – COMMUNITY DEVELOPMENT

BUDGET HIGHLIGHTS

- Remaining base budget to remain constant with FY2009-10 levels with no increase

001-9100

COMMUNITY DEVELOPMENT - PLANNING

		FY 2009 Actual	FY 2010 Actual	FY 2011 Budget	FY 2011 Actual- Unaudited	FY 2012 Approved Budget
<u>Salaries & Wages</u>						
1001	Regular Salaries	92,514	94,656	92,196	92,741	92,196
1002	Part-time/Temporary	0	0	0	0	0
1003	Overtime					
1004	Commissions					
	Total	92,514	94,656	92,196	92,741	92,196
<u>Benefits</u>						
1501	Health Insurance	10,648	10,648	11,250	10,648	11,250
1502	PERS Retirement	18,484	19,716	19,822	19,822	21,897
1503	Workers Comp	989	1,045	1,145	1,132	1,130
1504	Medicare	1,334	1,363	1,337	1,337	1,337
1505	Disability/Social Security	0	0	0	0	0
	Total	31,455	32,772	33,554	32,939	35,614
<u>Services and Supplies</u>						
2000	Maintenance	0	275	500	0	500
3000	Material & Supplies	308	816	1,250	1,048	2,000
4000	Travel & Training	1,550	1,576	1,000	1,226	1,000
5000	Contractual Services	588	825	880	603	880
6000	Other Operating Exp.	0	227	750	270	0
	Total	2,446	3,719	4,380	3,147	4,380
Total Operating Costs		126,415	131,147	130,130	128,827	132,190
7000	Capital Costs	0	0	0	0	0
8000	Other one-time Costs	0	0	0	0	1,000
Total Expenditures		126,415	131,147	130,130	128,827	133,190

GENERAL FUND – COMMUNITY DEVELOPMENT

OPERATING STATISTICS AND PERFORMANCE MEASURES:

The following table presents operating statistics and performance measures compiled from established data bases and internal documents. Information for 2011 and 2012 has been estimated. This information is presented in support of the basic budget estimates. Meaningful benchmark targets are provided for comparison purposes

	2009 Actual	2010 Actual	2011 Estimated	2012 Estimated
<u>Operating Statistics:</u>				
PC/CC and other applications	75	73	73	75
Committee meetings (local and valley)	82	80	79	80
Home Occupation Applications	35	33	35	33
Plan Reviews (Calendar Year)	550	510	490	490
<u>Performance Measures:</u>				
Planning & Zoning vs. General Fund budget	0.5%	0.6%	0.6%	0.6%
Percent of Planning & Zoning budget expended	99%	99%	100%	100%

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CAPITAL PROJECTS FUND

CAPITAL PROJECTS FUND

	ACTUAL FY 10	ACTUAL UNAUDITED FY 11	FINAL BUDGET FY 12
REVENUES:			
Taxes	\$ 114,465	\$ 189,000	\$ 110,000
Intergovernmental Revenues	3,465,033	6,432,385	11,599,035
Miscellaneous	0	0	0
Operating Transfers In	235,000	994,242	915,000
Beginning Fund Balance	1,635,667	1,103,251	499,119
TOTAL RESOURCES:	\$5,450,165	\$8,718,878	\$13,123,154
EXPENDITURES:			
Parks and Recreation	\$ 482,553	\$ 250,000	\$ 17,000
Community Development	28,682	148,090	148,090
General Government	213,041	393,132	424,400
Police/Fire	656,331	1,303,000	1,945,000
Public Works	2,966,307	6,125,537	10,516,535
Ending Fund Balance	1,103,251	499,119	72,129
TOTAL COMMITMENTS AND FUND BALANCE:	\$5,450,165	\$8,718,878	\$13,123,154

CAPITAL PROJECTS FUND

As part of the Capital Improvement Plan (CIP) requests, departments are asked to include estimates of how each project may affect future operating budgets. Examples of this include any new personnel, equipment, maintenance, or operating expenses that a capital purchase or project might necessitate. The impact of the capital projects planned in this budget on this and future operating budgets is detailed on each project listed on the following pages.

CAPITAL IMPROVEMENT PLAN

I. PURPOSE

The purpose of this report is to update the Capital Improvements Plan for the City of Boulder City that was established in 1987. This will improve the long range capital and financial planning of the City.

II. BACKGROUND

A Capital Improvements Program is a schedule of public works and related equipment that are projected to be built or purchased by the City during the next five years. It covers the City's entire range of public facility requirements. In the program, future projects necessary are listed together with cost estimates, and the anticipated means of financing each project.

Capital improvements are major projects requiring the expenditure of public funds over and above operating expenses. They involve the purchase, construction or replacement of the physical assets of the community. Examples of capital improvement projects include police or fire stations, parks, street improvements, and utilities such as improvements to the electric, water and sewer systems.

The classification of items as capital or operating expenses is based on two criteria - cost and frequency. Capital improvements have the following characteristics:

- They are expensive (above \$20,000)
- Don't recur annually
- Last a long time
- Result in fixed assets

Street projects and vehicles (other than fire trucks) will not be included in this capital improvements program. Street Projects and Priorities are covered in the Paver Plan.

III. CAPITAL IMPROVEMENTS PLANS ARE NECESSARY.

The best techniques of municipal management must be used to ensure that the need for services are matched with revenues. Of particular concern to the citizens of Boulder City are street maintenance, utilities, parks, and police and fire services that must keep pace with our population.

Unfortunately, many communities delay needed improvements until a crisis develops. This can lead to a poor location of public facilities and a fiscal crisis for the City.

CAPITAL PROJECTS FUND

Capital improvements programming is one method to prevent those mistakes in the City of Boulder City. It looks beyond year to year budgeting in order to determine what, when, and how future improvement should be made. It enables us to avoid the impact that unplanned capital expenditures often have on local resources.

The basic advantages of capital improvements programs include:

A. They focus attention on the future goals and needs of the community. It allows City Council and staff to discuss the City's future needs and objectives. It enables us to prioritize and plan ahead for projects, constructing facilities that are needed the most first.

B. Capital planning improves government efficiency and assists in maintaining a sound financial condition. Advance programming of public works on an orderly basis helps avoid the possibility of costly mistakes. The program will guide us in making annual budget decisions. Anticipating future construction will allow the City the time necessary to coordinate financing without a crisis.

IV. THE BOULDER CITY PLAN

Boulder City's Capital Improvements Plan is divided into two parts entitled "Short and Long Range Projects."

Short Range Projects are those that will be necessary within the next five years. Five year planning is considered suitable since two or three years is usually too short for effective programming. This is because planning and financing of major facilities takes a longer period of time. The recommended Short Range Programs for the City are attached.

Long Range Projects are those that may be necessary in the next five to ten years. Long range planning is more difficult since it projects improvements too far into the future to be of practical value. However, we believe that long range forecasting is necessary to allow us to anticipate projects.

Project priorities for the Boulder City Capital Improvements Plan should be judged on the following factors:

- Listed in Comprehensive Plan
- Need for Project
- Public Support
- Extent Services Will be Hindered Without Project
- Public Health or Safety Considerations
- Efficiency of Service Presently Being Provided
- Cost and Financing Availability
- Legal Requirements

CAPITAL PROJECTS FUND

Boulder City's Capital Improvements Program is not meant to be a static document that is just written and never changed. Most plans like that are soon forgotten. The plan must be reviewed each year to ensure that it is adjusted based on the changing goals and needs of our community. Implementing parts of the plan as part of the annual capital section of the budget is also required for this process to work.

The 1989 Legislature made it mandatory for local governments to prepare a Capital Improvements Program which conforms to its master plan and which includes at least 3 ensuing years but not more than 5 fiscal years. Such program to be filed with its City Clerk, (NRS 278.0226 and 354.59801).

SPECIAL PROJECTS FUND

For fiscal years ended June 30,	Actual 2009	Actual 2010	Estimated 2011	Budgeted 2012
TAXES				
Room Tax	0	0	29,000	0
County Option Motor Fuel Tax	61,155	61,616	60,000	60,000
Special Ad Valorem Transportation	111,995	52,849	100,000	50,000
City Transportation Prog.	0	0	0	0
Subtotal	173,150	114,465	189,000	110,000
INTERGOVERNMENTAL REVENUES				
<u>Federal Grants</u>				
Department of Justice	53,804	144,711	0	600,000
Housing & Urban Dev.-CDBG	49,526	668,920	28,090	160,000
Bureau of Reclamation	0	0	0	0
National Park Service	0	0	0	0
<u>State shared revenues</u>				
Motor vehicle fuel tax	163,161	154,961	0	0
Nevada Dept. of Transportation	0	67,719	50,000	3,254,740
NV Office of Traffic Safety	0	64,751	70,000	70,000
State of NV - Other	0	53,938	0	0
<u>Other Local Government Grants</u>				
R.T.C.	584,328	106,716	517,000	3,534,295
So NV Public Lands Mgt Act (SNPLMA)	993,360	1,160,938	730,000	0
Clark County Flood Control	378,404	736,385	4,037,295	2,980,000
Southern NV Water Authority	141,063	10,000	0	0
Clark County - Other	136,881	295,994	0	0
City of Henderson-EVOC	0	0	1,000,000	1,000,000
Subtotal	2,500,527	3,465,033	6,432,385	11,599,035
OTHER FINANCING SOURCES				
Interest Earnings	0	0	0	0
Other - Miscellaneous	0	0	0	0
Subtotal	0	0	0	0

INTERFUND TRANSFERS	<u>2009</u>	<u>2010</u>	<u>2011</u>	<u>2012</u>
Residential Const. Tax Fund	45,000	15,000	90,000	15,000
Capital Improvement Fund (Voted)	500,000	0	0	0
Municipal Court Construction Fd	0	0	213,000	200,000
Redevelopment Authority	315,000	0	650,000	600,000
Urban Forestry Fund	43,414	0	41,242	0
Utility Fund	220,000	220,000	0	0
Subtotal	1,123,414	235,000	994,242	915,000
TOTAL REVENUES	3,797,091	3,814,498	7,615,627	12,624,035
LESS: TOTAL EXPENDITURES	2,999,423	4,346,914	8,219,759	13,051,025
Net Increase (Decrease) Fund Bal.	797,668	(532,416)	(604,132)	(426,990)
Add: Beginning Fund Balance	838,003	1,635,667	1,103,251	499,119
ENDING FUND BALANCE	\$1,635,671	\$1,103,251	\$499,119	\$72,129

PARKS AND RECREATION

Veterans Memorial Park	273,024	0	0	0
Hemenway / Del Prado Park	257,875	42,687	0	0
Recreation Project	0	0	0	17,000
Skateboard Park	0	50,469	0	0
Summer Youth Work Program	0	110,082	0	0
Senior Citizens Center	0	0	0	0
Golf Course Improvements	0	65,163	0	0
Broadbent/Oasis/Lakeview Park	4,690	204,878	250,000	0
Bicentennial Park Improvements	1,739	9,274	0	0
Total Park and Recreation	611,396	482,553	250,000	17,000

COMMUNITY DEVELOPMENT

CDBG - Boulder City Welfare	20,808	21,225	20,779	20,779
CDBG - Lend-a-Hand	7,311	7,457	7,311	7,311
CDBG – ADA Sidewalk	0	0	20,000	20,000
Special Events Sign-NV Highway	14,000	0	0	0
GA Ave. Landscape	0	0	0	0
LA Water & Power Building	4,191	0	0	0
Bootleg Canyon Park	0	0	0	0
Boulder Hotel Improvements	0	0	0	0
Gateway Sign	0	0	100,000	100,000
Total Community Development	46,310	28,682	148,090	148,090

GENERAL GOVERNMENT

City Shops Roof Renovation	0	0	0	0
Communication Site Renovation	0	0	0	0
City Bldgs Renovations	138,495	213,041	338,378	269,000
General Government Projects	0	0	0	155,400
Fire Station Exterior	0	0	0	0
GA Ave @ ABC Park	43,414	0	0	0
ABC Park Renovation	0	0	0	0
Pool Building	0	0	54,754	0
City Hall Remodel-restrooms	0	0	0	0
City Hall Interior - Public Works	0	0	0	0
Total General Government	181,909	213,041	393,132	424,400

<u>POLICE / FIRE</u>	<u>2009</u>	<u>2010</u>	<u>2011</u>	<u>2012</u>
COPS System Grant	37,781	121,315	0	0
Police Building Renovation	311,040	490,743	0	0
Fire Equipment Washdown	0	0	20,000	0
Municipal Court Bldg Improvemts	0	0	213,000	200,000
Public Safety Projects				75,000
Underage Drinking Grant	38,433	44,183	70,000	70,000
Regional Training & Shooting	10,811	90	1,000,000	1,600,000
Animal Control Shelter	0	0	0	0
Total Police / Fire	398,065	656,331	1,303,000	1,945,000
<u>PUBLIC WORKS</u>				
Micropave / Fog Seal Programs	0	106,039	80,000	80,000
Annual Pavement Reconstruction	797,020	979,501	1,037,000	600,000
Nevada Way Revitalization	0	0	0	3,000,000
US 93 Frontage Road	0	0	0	2,974,740
Tree Replacement Program	0	0	41,242	0
Fuel Tank Replacement	0	0	160,000	62,500
Irrigation Controllers	0	0	40,000	0
Public Works Projects	0	0	0	35,000
River Mountain Loop Trail 3,4, & 5	865,201	1,139,222	0	0
Bootleg/Yucca Detention Basin				
Sys	35,945	676,236	1,250,000	0
Flood Control Master Plan				
Facilities	0	61,728	953,000	2,000,000
Yucca Debris Detention Basin	3,810	0	1,834,295	1,534,295
Bootleg Canyon Park	0	3,581	730,000	0
Bus Shelters	0	0	0	230,000
Annual Flood Control Maint	59,767	0	0	0
Total Public Works	1,761,743	2,966,307	6,125,537	10,516,535
TOTAL EXPENDITURES	2,999,423	4,346,914	8,219,759	13,051,025

CAPITAL PROJECTS FUND

General Government

Electrical Computer Room Upgrade

Submitting Department: Information Systems **Total Projected Cost:** \$177,000

Project Description:

- Replace the Toshiba UPS in the computer room with a new 3-phase unit.
- Existing unit is over 10 years old and can not support the current environment as it should.
- This includes upgrading the power panels that support all the equipment in the computer room and making any modifications to other City Hall panels to support all equipment.
- Peripheral equipment will be assessed and upgraded if needed (HVAC). We have experienced two major outages in the last few months.

Funding Source	FY 2011-12	FY2012-13	FY2013-14	FY2014-15	FY2015-16	Total
General Fund		\$177,000				\$177,000

CAPITAL PROJECTS FUND

General Government

E911 Voice Over IP Upgrade

Submitting Department: Information Systems **Total Projected Cost:** \$30,900

Project Description:

- E911 VoIP upgrade for PD Dispatch
- This system handles all E911 calls for LAN, VoIP, and wireless.
- Existing unit is 7 years old and we are experiencing failure of equipment that is difficult to support due to "end of life".
- The new systems offers less points of failure and support our new phone system with VoIP. The system all supports Phase I & II for meeting E911 requirements.

Funding Source	FY 2011-12	FY2012-13	FY2013-14	FY2014-15	FY2015-16	Total
General Fund	\$30,900					\$30,900

CAPITAL PROJECTS FUND

General Government

PBX Switch Replacement

Submitting Department: Information Systems **Total Projected Cost:** \$180,000

Project Description:

- This system will be progressing into the third year of a lease option. It is for the new Cisco phone system and recording equipment that was installed this year. It was a 5-year lease option; 3 years left on the lease.

Funding Source	FY 2011-12	FY2012-13	FY2013-14	FY2014-15	FY2015-16	Total
General Fund	\$60,000	\$60,000	\$60,000			\$180,000

CAPITAL PROJECTS FUND

General Government

IT Server for Utilities and City-Wide Applications

Submitting Department: Information Systems **Total Projected Cost:** \$300,000

Project Description:

- This server will replace the AS400 for all applications.
- The server requires a multiple Linux servers and SQL database servers. Since all City-wide applications will be running on this platform, multiple servers are used to allow for system reliability and up time.
- The existing AS400 is a refurbished system that we bought 5 years ago and will not support the new application.
- The costs include hardware, software licensing for the servers. The application software had been purchased in the prior year. The two system configuration estimates received are \$322,320 and \$238,014; the lower cost solution not quite as robust as the other.
- There is the option to finance these solutions. Upon budget approval, we would be able to search for additional competitive proposals but I wanted something for budget purposes.

Funding Source	FY 2011-12	FY2012-13	FY2013-14	FY2014-15	FY2015-16	Total
Utility Fund	\$125,000	\$75,000				\$200,000
General Fund	\$25,000	\$75,000				\$100,000

CAPITAL PROJECTS FUND

General Government

Boulder City Municipal Golf Course Raw Water Conversion

Submitting Department: Public Works **Total Projected Cost:** \$150,000

Project Description:

- Conversion of the Boulder City Municipal Golf Course to raw water. Serve the golf course from two (2) locations to improve water pressure.
- A raw water network analysis will be needed prior to implementation.
- Will require PRV and possible enlargement of mainline, twelve-inch (12") pipe in Adams Boulevard.

Funding Source	FY 2011-12	FY2012-13	FY2013-14	FY2014-15	FY2015-16	Total
General Fund			\$150,000			\$150,000

CAPITAL PROJECTS FUND

General Government

City Shops Remodel

Submitting Department: Public Works **Total Projected Cost:** \$1,134,000

1. City Shops Remodel \$800,000

- Replace old furnishings throughout the complex; including new tables for the meeting room. Current tables wobble.
- Nearly the entire facility needs a remodel. Most walls are currently concrete block with exposed plumbing. Most plumbing fixtures are outdated and rusting and need replacement.
- There are many areas in the existing buildings that do not meet current building codes and ADA requirements.
- Security improvements also need to be added to the site. These improvements will further the Change Team's goal of the city presenting a more professional appearance.

2. City Shops Storage Area \$200,000

- Repair or install a new roof on the garage, storage building, and sign shop.
- Install garage door on sign shop and storage building.
- Construct a secure, covered herbicide/pesticide storage area.
- Install small equipment awnings to preserve the life of numerous pieces of equipment.

3. Public Works Shops Storage Building \$100,000

- Storage for the Public Works Shops continues to be scarce; therefore, a new storage building is needed. The storage area at the LADWP Building has helped out but additional storage area is needed.

4. Public Works Shops Sewer Main Upgrade \$30,000

- An oil and grease interceptor was installed at the Public Works Shops for use for cleaning out equipment, in particular the street sweeper, to protect the environment and the wastewater collection and treatment system from any potential hazardous materials.
- The new interceptor was connected to the existing 4" sewer lateral. As use of the interceptor increases in the future the 4" sewer lateral will need to be upgraded to a 6" sewer lateral to insure proper operation.

5. Garage/Mechanic Shop Electric Code Compliance \$4,000

- Electric Panel and other components outdated and present a dangerous situation in the Garage/Mechanic Shop.

Funding Source	FY 2011-12	FY2012-13	FY2013-14	FY2014-15	FY2015-16	Total
General Fund	\$2,000	\$200,000	\$100,000	\$115,000	\$150,000	\$567,000
Utility Fund	\$2,000	\$200,000	\$100,000	\$115,000	\$150,000	\$567,000
Voter Approved CIF						

CAPITAL PROJECTS FUND

General Government

Fire Sprinkler System (Most City Buildings)

Submitting Department: Public Works **Total Projected Cost:** \$2,000,000

Project Description:

- All inhabited City Buildings need to be upgraded with fire sprinkler systems or improved detection and alarm systems to meet current building codes. For example, the Recreation Center, Fire Department, Boulder Creek Golf Club, Municipal Golf Course.

Future Operating Budget Impact

Slight increase due to additional monitoring cost and overtime cost responding to false alarm and resetting alarm systems.

Funding Source	FY 2011-12	FY2012-13	FY2013-14	FY2014-15	FY2015-16	Total
General Fund		\$500,000	\$500,000	\$500,000	\$500,000	\$2,000,000

CAPITAL PROJECTS FUND

General Government

Flat Roof Maintenance (Most City Buildings)

Submitting Department: Public Works Total Projected Cost: \$200,000

Project Description:

- All City Buildings with flat roofs need to be coated with a sealant product to prohibit leakage.
- Once accomplished, additional funds should be added to the Building Maintenance Budget to allow re-coating on a 5-7 year interval per the manufacturer's recommendations.

Future Operating Budget Impact

- Reduces future maintenance cost from water damage.

Funding Source	FY 2011-12	FY2012-13	FY2013-14	FY2014-15	FY2015-16	Total
General Fund		\$50,000	\$50,000	\$50,000	\$50,000	\$200,000

CAPITAL PROJECTS FUND

General Government

HVAC Replacement Program (Most City Buildings)

Submitting Department: Public Works **Total Projected Cost:** \$30,000/year

Project Description:

- This program is the replacement of aging and maintenance intensive air conditioning and evaporative cooler units on city facilities over the next five years. As city facilities are aging the HVAC units are requiring more maintenance and becoming prone to breaking down.

Funding Source	FY 2011-12	FY2012-13	FY2013-14	FY2014-15	FY2015-16	Total
General Fund	\$30,000	\$30,000	\$30,000	\$30,000	\$30,000	\$150,000

CAPITAL PROJECTS FUND

General Government

Whalen and Bravo Fields Renovations

Submitting Department: Parks and Recreation Total Projected Cost: \$17,000

Project Description:

1. Backstop Repairs \$10,000

- The backstops at Whalen Baseball Field and Bravo Softball Field are in a poor state of repair.
- The fence and posts are rusting and the wooden sections are splintered and broken.
- Complete replacement is needed.

2. Irrigation System Replacement \$7,000

- The current system is deteriorating and is at least thirty (30) years old. It has reached or surpassed design life and needs to be replaced.

Funding Source	FY 2011-12	FY2012-13	FY2013-14	FY2014-15	FY2015-16	Total
Residential Construction Tax	\$17,000					\$17,000

CAPITAL PROJECTS FUND

General Government

L.A. Department of Water & Power – Personal Safety

Submitting Department: Parks & Recreation **Total Projected Cost:** \$15,000

Project Description:

Install safety glazing on any glass within 24" of a door and 18" of the floor per building code.

Funding Source	FY 2011-12	FY2012-13	FY2013-14	FY2014-15	FY2015-16	Total
General Fund	\$7,500					\$7,500
RDA Matching Grant	\$7,500					\$7,500

CAPITAL PROJECTS FUND

Public Safety

Police Vehicle Camera Systems

Submitting Department: Police Department **Total Projected Cost:** \$27,500

Project Description:

- Presently our fleet utilizes five old Data 911 camera systems. These camera systems are no longer being maintained by the company, and are not working properly.
- Digital Ally manufactures a better camera system we currently utilize in the rest of our patrol vehicles. These systems are approximately \$5,500.00 each. Replacing five systems would result in a total of \$27,500.

Future Operating Budget Impact

Currently Digital Ally is maintaining the cameras at no cost, so there would be no operating budget impact.

Funding Source	FY 2011-12	FY2012-13	FY2013-14	FY2014-15	FY2015-16	Total
General Fund	\$27,500					\$27,500

CAPITAL PROJECTS FUND

Public Safety

Impounded Vehicle Storage

Submitting Department: Police Department Total Projected Cost: \$250,000

Project Description:

- The roof material is deteriorated due to age and wind.
- Construct a fenced secure facility for impounded vehicles at a cost of \$250,000, or
- Upgrade the old airport hangar to be utilized as an impound facility at a cost of \$350,000

Funding Source	FY 2011-12	FY2012-13	FY2013-14	FY2014-15	FY2015-16	Total
General Fund					\$250,000	\$250,000

CAPITAL PROJECTS FUND

Public Safety

Wash Down Area

Submitting Department: Fire Department Total Projected Cost: \$20,000

1. Wash Down Area \$20,000

- Due to increasingly strict environmental regulations regarding non-point source pollution, washing of the Fire Department's equipment and letting the wash water run down the street needs to be eliminated.
- A wash down pad connected to the sewer system with a sand and oil separator needs to be constructed to collect and properly dispose of the wash water.

Funding Source	FY 2011-12	FY2012-13	FY2013-14	FY2014-15	FY2015-16	Total
General Fund	\$20,000					\$20,000

CAPITAL PROJECTS FUND

Public Safety

Toughbook Computers

Submitting Department: Police Department **Total Projected Cost:** \$27,500

Project Description:

- Currently our fleet utilizes five old Data 911 camera/computer systems. These systems are no longer being maintained by the company, and are not working properly.
- This proposal is to eliminate the current Data 911 computers in five vehicles and replace them with Panasonic Toughbooks. The Toughbooks are currently being utilized in the vehicles the department is leasing and they have proven to be reliable. They are \$5,500.00 each.

Future Operating Budget Impact

This is a one time expense. The Toughbooks will not cause any increase in the operating budget.

Funding Source	FY 2011-12	FY2012-13	FY2013-14	FY2014-15	FY2015-16	Total
General Fund	\$27,500					\$27,500

CAPITAL PROJECTS FUND

Public Works

Radio Controlled Valve Conversion

Submitting Department: Public Works Total Projected Cost: \$45,000

Project Description:

- For the past two years the Landscape Division has been in the process of converting the valves in turf areas of City parks to radio controlled valves. Staff is pleased with the results.
- This conversion allows staff to adjust watering from a desktop computer rather than manually visiting all valves in a park (12 separate valves in our downtown parks alone). This will realize water savings. For example, when a rainstorm hits Boulder City, the irrigation technician can shut off irrigation valves with a few key strokes. This will also save overtime cost as valves can be programmed to return to their normal state after a weekend event in the park.

Funding Source	FY 2011-12	FY2012-13	FY2013-14	FY2014-15	FY2015-16	Total
General Fund	\$15,000	\$15,000	\$15,000			\$45,000

CAPITAL PROJECTS FUND

Public Works

Sweeper Pad at the Cemetery

Submitting Department: Public Works Total Projected Cost: \$20,000

Project Description:

- Due to increasingly strict environmental regulations concerning non-point source pollution a concrete pad with a sand and oil separator (interceptor) is needed for dumping debris from the sweeper.
- The interceptor will insure that there is no chance of pollution of the ground before the debris is dry and properly disposed of in the landfill. Staff is proposing that this be installed at the Cemetery by the maintenance building. By placing the pad at the Cemetery the street sweeper will not have to travel across town to the Public Works Shops to empty the sweeper when working on the southern and eastern portions of town.

Funding Source	FY 2011-12	FY2012-13	FY2013-14	FY2014-15	FY2015-16	Total
General Fund	\$20,000					\$20,000

CAPITAL PROJECTS FUND

Public Works

Upgrade School Zone Area Flashing Beacons

Submitting Department: Public Works/Traffic Control **Total Projected Cost:** \$100,000

Project Description:

- The existing flashing school signs in the school zone on Adams Boulevard are in need of replacement and four additional signs need to be installed.
- The existing signs are 20+ years old and do not meet the current standards for school area signage per the Manual on Uniform Traffic Control Devices.
- Staff proposes to replace the existing signs and install four additional signs to bring the school zone on Adams Boulevard up to the same standard as other school zones in the county.

Funding Source	FY 2011-12	FY2012-13	FY2013-14	FY2014-15	FY2015-16	Total
General Fund		\$100,000				\$100,000

CAPITAL PROJECTS FUND

Public Works

Public Works Shops Employee Covered Parking

Submitting Department: Public Works **Total Projected Cost:** \$20,000

Project Description:

- Design and installation of 10 covered parking spaces at the Public Works Shops for personal vehicles for the employees.
- Employees at the Shops have expressed an interest in covered parking for their personal vehicles.
- Employees will pay for these spaces at \$12/month/space, which would recover cost in 14 years.

Funding Source	FY 2011-12	FY2012-13	FY2013-14	FY2014-15	FY2015-16	Total
Utility Fund			\$10,000			\$10,000
General Fund			\$10,000			\$10,000

CAPITAL PROJECTS FUND

Public Works

City Shops Fuel Tank Replacements

Submitting Department: Public Works Total Projected Cost: \$250,000

Project Description:

- The diesel fuel tank at the Public Works Shops is in need of replacement.
- Staff had the tanks inspected and the inspector determined that they need to be replaced.
- The new tanks will be increased in size to a 3,000 gallon diesel tank and a 6,000 gallon gasoline tank.

Funding Source	FY 2011-12	FY2012-13	FY2013-14	FY2014-15	FY2015-16	Total
General Fund	\$62,500			\$62,500		\$125,000
Utility Fund	\$62,500			\$62,500		\$125,000

CAPITAL PROJECTS FUND

Public Works

Pesticide Storage

Submitting Department: Public Works Total Projected Cost: \$15,000

Pesticide Storage \$15,000

- Due to increasingly strict environmental regulations regarding pesticide storage, a proper facility is needed to comply with EPA standards.

Funding Source	FY 2011-12	FY2012-13	FY2013-14	FY2014-15	FY2015-16	Total
General Fund		\$15,000				\$15,000

CAPITAL PROJECTS FUND

Culture and Recreation

Aquatic Center

Submitting Department: Parks and Recreation

Total Projected Cost: \$18,000,000

Project Description

- The current pool facility was built in 1980 and does not meet the current Health Code, Americans with Disabilities Act, and standards to hold competitive USA Swimming meets due to depth issues. The new pool complex will address these issues by providing Boulder City with an aquatic center capable of meeting the needs of all age groups in the community for competitive, therapeutic, and recreational swimming.
- Improvements to the aquatic center will be accomplished with a new building, three new pools, and mechanical renovations to meet the current health codes, the ADA requirements, and to allow competitive swim meets. Mechanical improvements will upgrade the recirculation system including changing the disinfection system from gaseous chlorine to liquid hypochlorite, upgrading the filtration system equipment providing a separate filter system for each pool, upgrading the water chemistry system, and replacing the existing heating system.
- The new building will house all of the locker rooms, administration offices, three new pools, support facilities and mechanical room. Design of the aquatic center considers the multi-use nature of the facility. Broadbent park will also receive upgrades to support the facility, improve safety and security, and improve access to park amenities. Outdoor access rest-rooms would contain vandal resistant materials. Exterior lighting will be enhanced for safety and security of park guests. The design includes an exterior plaza with drop off zone to serve the new facility and the two existing group multipurpose buildings on the site.

Funding Source	FY 2011-12	FY2012-13	FY2013-14	FY2014-15	FY2015-16	Total
General Fund					\$18,000,000	\$18,000,000

CAPITAL PROJECTS FUND

Culture and Recreation

Pool Renovations

Parks and Recreation	Total Projected Cost:	\$1,939,700	
1. Interior Building Renovations			\$40,200
New lights for Air Support Structure			\$5,000
• The existing lights in the air support structure are over 30 years old.			
Lifeguard Room			\$10,000
• The lifeguard room floods due to pooling rain water.			
Men's Locker Room Sinks			\$8,000
• Sinks and counter in the men's locker room have deteriorated from age and environment; need to be replaced.			
Power Coat Angle Iron			\$1,200
• Angle iron is used to hold down the air support structure. Current conditions are rusty, cost includes cleaning and a powder coating to the 65 ft by 8ft angle iron.			
Tile the Lobby Floor			\$10,000
• A non-slip ceramic tile floor covering would provide a long-term solution to the expensive re-carpeting needed every few years due to the excessive foot traffic the facility endures.			
Installation of Electrical Outlets			\$6,000
• Additional electrical outlets are needed in the office/classroom as well as the storage room.			
2. Exterior Building Renovations			\$60,000
Building Exterior			
• Exterior Stucco and paint building exterior			\$60,000
3. Equipment			\$39,500
Portable ADA Compliant Swim Lift			\$6,300
• ADA compliance mandates a swim lift for pools not having a sloped entry. Our main pool as well as the dive pool do not have the sloped entry and require a swim lift. A portable lift would be sufficient for both pools.			
Shade Canopy			\$5,000
• The shade canopy is material needs replacement. It is 14 years old and is torn and weathered.			
Shade Cover for Wading Pool and Seating Area			\$6,500
• The shade cover for the public seating at the wading pool is original to the facility (29 years old). The metal covering needs replaced as the torn metal is hazardous.			
Racquet Ball Complex HVAC Replacement			\$15,000
• The existing HVAC equipment for the racquetball facilities are old and in a poor state of repair. New HVAC equipment will be more efficient and will reduce electrical costs.			
Pool Pump			\$3,300
• A back-up pool pump is required to prevent the shut-down of two (of the three) pools should one pump in use require repair.			
Pool Deck Chairs and Benches			\$3,400
• The pool deck chairs and benches are metal, many years old and rusted. They are actually indoor chairs that we use outdoors. The metal has rusted and is extremely hot in the summer. Seating specifically designed for the outdoors is necessary. Cost includes 25 chairs and 7 benches.			

CAPITAL PROJECTS FUND

Culture and Recreation

Continued

Pool Renovations

Submitting Department:	Parks and Recreation	Total Projected Cost:	\$1,939,700
4. Filtration/Heating System			\$1,800,000

- The current pool facility is thirty years old and needs to be updated to current Health Department standards.
- This renovation would include the separation of the filtration system and heating system for three swimming pools.
- The renovation would also include the installation of three new filters and the conversion of a gas chlorine sanitization system to liquid chlorine.

Funding Source	FY 2011-12	FY2012-13	FY2013-14	FY2014-15	FY2015-16	Total
General Fund		\$85,200	\$39,500	1,800,000		\$1,939,700
Voter Approved CIP	\$15,000					

CAPITAL PROJECTS FUND

Culture and Recreation

ABC Park

Submitting Department:	Parks and Recreation	Total Projected Cost:	\$801,000
1. Storage Building			\$200,000
A storage facility is needed at the Adams Boulevard Community Park to accommodate a large number of tables, chairs and equipment for the Park. Currently, we are storing park equipment in the locked basketball court adjacent to the gymnasium.			
2. Park Building Renovations			\$41,000
- Paint: Admin Bldg, Art Center, Fitness Center, Gym & Youth Center - General Repairs: Admin Bldg, Art Center, Fitness Center, Gym & Youth Center			
3. Gym Roof Replacement			\$60,000
The roof on the Gym at ABC Park leaks and needs to be replaced.			
4. Playground Construction			\$150,000
- The original playground equipment at ABC Park did not meet the U.S. Consumer Product Safety Commission Standards and was removed. - New equipment which is identified in the ABC Park Master Plan needs to be installed including a shade structure over the equipment. - This new playground equipment will have a new handicapped accessible surface installed for safety.			
5. Weight Room Renovation			\$350,000
The addition to the weight room will be 40' x 40' for a total of 1,600 square feet.			

Funding Source	FY 2011-12	FY2012-13	FY2013-14	FY2014-15	FY2015-16	Total
General Fund		\$60,000	\$41,000	\$350,000	\$350,000	\$801,000

CAPITAL PROJECTS FUND

Culture and Recreation

Broadbent Park Restroom

Submitting Department: Parks and Recreation **Total Projected Cost:** \$450,000

Project Description:

- The restroom at Broadbent Park is 30+ years old and in a poor state of repair. The plumbing leaks, the block is disintegrating and the roof timbers are rotting away. Broadbent Park is the site of many large special events and a new larger restroom is needed.
- A new restroom will cost approximately \$370,000. An improved access from the tennis court parking lot into the pool area needs to be installed for pool maintenance activities.
- The existing wooden power pole retaining wall for the tennis court parking lot is deteriorated and needs to be replaced with a new stack block retaining walls.

Funding Source	FY 2011-12	FY2012-13	FY2013-14	FY2014-15	FY2015-16	Total
General Fund			\$225,000	\$225,000		\$450,000

CAPITAL PROJECTS FUND

Culture and Recreation

Irrigation System at Broadbent Park

Submitting Department: Public Works Total Projected Cost: \$35,000

Project Description:

- Conduct water audit and replace the irrigation system.
- Connect system to raw water.
- Add electronic controllers for remote turf monitoring

Future Operating Budget Impact

- Reduce future operating costs.
- Raw water conversion \$2170 per year
- Upgrade irrigation (approximately 20% savings usually achieved) \$1350 per year

Funding Source	FY 2011-12	FY2012-13	FY2013-14	FY2014-15	FY2015-16	Total
General Fund		\$35,000				\$35,000

CAPITAL PROJECTS FUND

Culture and Recreation

Del Prado Park Playground

Submitting Department: Parks and Recreation **Total Projected Cost:** \$140,000

Project Description:

Safety surfacing and shade are necessary for the protection of children at Del Prado Park. New playground equipment is also needed as the existing equipment is over 20 years old. Following is a breakdown of the costs for this project:

Play Equipment	\$ 25,000
Shade Structure	\$ 30,000
Installation of Equipment	\$ 15,000
Installation of Sub-Base	\$ 25,000
Safety Surfacing	<u>\$ 45,000</u>
Total	\$ 140,000

Funding Source	FY 2011-12	FY2012-13	FY2013-14	FY2014-15	FY2015-16	Total
General Fund			\$140,000			\$140,000

CAPITAL PROJECTS FUND

Culture and Recreation

Multiuse Building Renovations

Submitting Department: Parks and Recreation **Total Projected Cost:** \$45,000

Project Description:

The Multiuse Building at Broadbent Park is in need of renovation. The following items are needed:

- Kitchen doors
- Kitchen cabinets
- Stove
- Refrigerator
- New blinds
- Ceiling tile replacement
- Wood beam repairs
- Paint interior/exterior

Funding Source	FY 2011-12	FY2012-13	FY2013-14	FY2014-15	FY2015-16	Total
General Fund		\$45,000				\$45,000

CAPITAL PROJECTS FUND

Culture and Recreation

Recreation Center

Submitting Department:		Parks and Recreation	Total Projected Cost:	\$148,200
1.	Building Exterior Renovations			\$50,000
	Building Exterior			
	• Stucco and paint building exterior.			
2.	Building Interior Renovations			\$85,000
	Restroom Remodel			\$35,000
	• In all restrooms, the following requires repair: - o Trap primer in drains - o Wrap plumbing under sink - o Ensure at least one sink is ADA compliant - o Install a backflow device on wash sinks. • In the Old Gym, the following requires repair: - o Ceiling repairs, new partitions, hot water and repainting of the entire restrooms needed.			
	Ceiling Repairs			\$50,000
	• Due to the roof of the Recreation Center leaking for many years when it rains the ceiling in the upstairs classrooms, gymnastics, dance and summer parks rooms need to be repaired and painted.			
3.	Equipment			\$13,200
	Automatic External Defibrillators for 6 Facilities			\$13,200
	• An AED unit is portable and simple to use. They would be installed at Recreation Center, Weight Room, Vet’s Concession Stand, 2 Golf Courses and a portable unit for special events.			

Funding Source	FY 2011-12	FY2012-13	FY2013-14	FY2014-15	FY2015-16	Total
General Fund			\$85,000	\$50,000	\$13,200	\$148,200

CAPITAL PROJECTS FUND

Culture and Recreation

Municipal Golf Course

Submitting Department: Public Works **Total Projected Cost:** \$3,162,000

1. Lake Pump Replacements \$40,000

- Replace existing pumps at Lakes #7, #8, #14 and #17 with above-ground turbine pumps. The present pumping system does not irrigate surrounding turf; therefore resulting in difficult algae control.

2. Irrigation System Isolation Valves \$15,000

- The irrigation system at the Municipal Golf Course currently does not have any isolation valves to separate the front nine from the back nine.
- This can cause problems when there are irrigation leaks that need to be repaired and the whole system needs to be shut down.
- With isolation valves only the half of the course where the leak is would need to be shut down for the repair.

3. Electric Upgrades \$7,000

- Cart barn reception, flag pole lighting, maintenance shack upgrade.

4. Xeriscape Conversion \$1,100,000

- Approximately eleven (11) acres of turf have been identified at the Boulder City Municipal Golf Course as unnecessary.
- Remove turf and plant xeriscape or trees capable of shading at least fifty percent (50%) of area void of turf. This project would be done in two phases to maximize the SNWA rebate.
- SNWA has a maximum rebate of \$300,000 per year.

5. Irrigation Renovation \$2,000,000

- Replace all irrigation heads. Upgrade and improve main line piping throughout course.
- Improve the ability to water tees, fairways, greens and roughs independently. Decrease water use/costs.

Funding Source	FY 2011-12	FY2012-13	FY2013-14	FY2014-15	FY2015-16	Total
General Fund		\$62,000	\$1,250,000	\$1,250,000		\$2,562,000
SNWA Rebate			\$300,000	\$300,000		\$600,000

CAPITAL PROJECTS FUND

Water Division

PRV Station for Water Main to Eldorado Valley

Submitting Department: Public Works **Total Projected Cost:** \$250,000

Project Description:

- This project is the design and construction of an additional Pressure Reducing Valve (PRV) station on the 14" water main to Eldorado Valley.
- The water main to Eldorado Valley is the only source of water to the Energy Zone and surrounding properties. This water line operates under very high pressures (up to 190 psi) in certain areas due to the extreme changes in elevation. PRVs are used to lower these pressures to a safer operating pressure, usually less than 100 psi.
- Recently there was a failure of a 20' section of the water main that staff believes is due to the high pressures in the line. This failure put the Energy Zone out of water for approximately 10 hours while an emergency repair was performed on the line.
- There is one existing PRV station with two PRVs in the station on the line. Staff feels that adding another PRV station will help to protect the pipe and extend the life of the line.

Funding Source	FY 2011-12	FY2012-13	FY2013-14	FY2014-15	FY2015-16	Total
Utility Fund		\$250,000				\$250,000

CAPITAL PROJECTS FUND

Water Division

Raw Water Line to Eldorado Valley

Submitting Department: Public Works **Total Projected Cost:** \$4,000,000

Project Description:

- This project will provide a second water line to the Eldorado Valley. The current water line is the only source of water to the Eldorado Valley. With the increasing number of users and existing users requesting increased water service this line is approaching its design capacity.
- Construction of a second water line will also provide a backup service to the Eldorado Valley in the unfortunate event of the existing waterline being damaged.

Future Operating Budget Impact

- This line will provide for increased water sales in the Energy Zone.

Funding Source	FY 2011-12	FY2012-13	FY2013-14	FY2014-15	FY2015-16	Total
Utility Fund			\$1,000,000			\$1,000,000
Private Developer			\$3,000,000			\$3,000,000

CAPITAL PROJECTS FUND

Water Division

PRV Station on “A” Line to Serve National Park Service

Submitting Department: Public Works Total Projected Cost: \$50,000

Project Description:

- The water pressure serving the National Park Service (NPS) is a connection into the lower-pressure system. To improve service, a new tap into the higher-pressure line requires a pressure reducing valve for proper service.

Funding Source	FY 2011-12	FY2012-13	FY2013-14	FY2014-15	FY2015-16	Total
Utility Fund			\$50,000			\$50,000

CAPITAL PROJECTS FUND

Water Division

Third Intake

Submitting Department: Public Works Total Projected Cost: \$13,600,000

Project Description:

- This project is to pay for the City's share of the Third Intake into Lake Mead that the Southern Nevada Water Authority (SNWA) is currently constructing.

Funding Source	FY 2011-12	FY2012-13	FY2013-14	FY2014-15	FY2015-16	Total
Utility Fund	\$500,000	\$500,000	\$500,000	\$1,115,000	\$1,115,000	See Agreement 10-1309

CAPITAL PROJECTS FUND

Water Division

Water Tank Maintenance Program

Submitting Department: Public Works Total Projected Cost: \$800,000

Project Description:

- Boulder City's water system has 3 above ground steel water tanks and 4 below ground concrete water tanks. Staff had the tanks inspected and improvements have been identified for the steel tanks and one of the concrete tanks. The three steel tanks in the system are:
 - West Tank 1931 (Year Built) Pre-1983 (Last Painted)
 - East Tank 1947 (Year Built) 1986 (Last Painted)
 - Hemenway 1983 (Year Built) 1997 (Last Painted)
- The inspection of the steel tanks identified improvements and repairs needed to the tanks. Some of these items have been addressed with in-house labor. The inspection recommended that the tanks need to be painted. Staff completed the painting of the West Tank.
- Staff proposes to take one tank out of service to be sand blasted and repainted each year for the next two years. Any minor repairs needed to the tank will be made while the tank is out of service.

Future Operating Budget Impact

- Repainting the steel tanks will extend their useful life another 15 to 20 years.

Funding Source	FY 2011-12	FY2012-13	FY2013-14	FY2014-15	FY2015-16	Total
Utility Fund	\$400,000	\$400,000				\$800,000

CAPITAL PROJECTS FUND

Wastewater Division

Effluent Reuse Force Main

Submitting Department: Public Works Total Projected Cost: \$3,500,000

Project Description:

- This project is the design and construction of tertiary treatment of the city's effluent and reuse force main from the wastewater treatment facility to the Eldorado Valley.

Future Operating Budget Impact

- Effluent disposal will be through the sale of effluent to users in the Eldorado Valley to use for their operations in lieu of the current effluent disposal into the desert.

Funding Source	FY 2011-12	FY2012-13	FY2013-14	FY2014-15	FY2015-16	Total
EPA Grant	\$100,000					\$100,000
Army Corps of Engineers	\$100,000	\$2,225,000				\$2,325,000
Utility Fund	\$200,000	\$ 875,000				\$1,075,000

CAPITAL PROJECTS FUND

Electrical Division

12 kV Distribution Line Reroute

Submitting Department: Electrical

Total Projected Cost: \$115,000

Project Description:

- Construct a 12.47 kV overhead power line approximately 4,200 ft. long, to serve the Boulder City landfill. Remove the existing 12.47 kV overhead line that runs through the landfill.

This project is necessary for the following reasons:

- The landfill has built up to a level that trash trucks and haul trucks can contact the existing overhead conductors when their dumping gear is raised, creating a safety hazard. The conductors have been broken on several occasions.
- The rising level of the landfill has now buried the existing poles to a level higher than the chemically treated bottom portion, causing the poles to rot.
- Rebuilding the pole line along the original route across the landfill is undesirable because the soil is unstable, and because, as the landfill continues to rise, the same issues will reappear in the future.

Funding Source	FY 2011-12	FY2012-13	FY2013-14	FY2014-15	FY2015-16	Total
Utility Fund	\$115,000					\$115,000

CAPITAL PROJECTS FUND

Electrical Division

Back-Up Electric Transmission Source

Submitting Department: Public Works/Electrical **Total Projected Cost:** \$3,500,000

Project Description:

Improve deficiencies in the City's backup electric transmission source by either:

- A. Constructing an 8.0 mile 69 kV line to loop the Boulder City transmission system to CRC's Newport substation. Decommission the BC Tap 230/69 kV substation upon completion of the line.
- B. Replace the BC Tap 230 kV circuit breaker and 230/69 kV transformer, install and replace relays, battery, and other ancillary equipment as necessary.

This project is necessary for the following reasons:

- Boulder City's peak demand has grown to 50 MW; however the BC Tap transformer is approximately 35 MW. Therefore, BC Tap can no longer fully backup the City during the four summer months.
- Ownership of 230 kV equipment at BC Tap is expected to subject the City to National Electric Reliability Council (NERC) compliance requirements. Initial cost of NERC compliance is estimated to be \$200,000 for consulting services to provide training, and develop required plans, procedures, and maintenance records. Ongoing compliance is expected to require a minimum of \$50,000 annually.

In order to avoid NERC compliance requirements, the City must either decommission or transfer ownership of its 230 kV equipment. A new transmission line (option A) allows for decommissioning. If the aging 230 kV equipment is replaced, WAPA has indicated to the City that it will accept ownership of the 230 kV breaker. (CRC may be willing to take ownership of the entire substation, but have not yet committed to doing so.)

Either option is expected to require funding of approximately \$3.5 million over three years.

Funding Source	FY 2011-12	FY2012-13	FY2013-14	FY2014-15	FY2015-16	Total
Utility Long-Term Capital Reserve Fund	\$1,000,000	\$1,000,000	\$1,500,000			\$3,500,000

CAPITAL PROJECTS FUND

Electrical Division

Oil Containment for Environmental Compliance

Submitting Department: Electrical

Total Projected Cost: \$100,000

Project Description:

- Transformer oil is usually a highly-refined mineral oil that is stable at high temperatures and has excellent electrical insulating properties. It is used in high voltage transformers to insulate, suppress corona and arcing, and to serve as a coolant. Because oil provides part of the electrical insulation between internal live parts, it must remain stable at high temperatures for extended periods of time.
- Transformer oils are subject to electrical and mechanical stresses while a transformer is in operation. In addition there are contaminations due to chemical interactions with windings and other solid insulations, catalyzed by high operating temperatures. As a result the original chemical properties of transformer oil changes gradually, rendering it ineffective for its intended purposes after many years. Hence this oil has to be periodically tested to ascertain its basic properties, and make sure it is suitable for further use.
- Well into the 1970s, polychlorinated biphenyls (PCB)s were often used as a dielectric fluid since they are not flammable. They are toxic, and under incomplete combustion, can form highly toxic products. The US EPA has banned the use of PCBs in new transformers. However, many communities, including Boulder City, still have PCB transformers functioning properly in our City. These transformers do not present a danger to the environment as they are currently operating. However, during handling, oil testing, and storage, the City is required to take certain precautionary measures to insure oil from transformers is properly contained.
- To achieve EPA compliance, Boulder City needs to construct a 100-foot by 50-foot concrete pad for storage of transformers. At least a portion of the pad must be covered to prevent rainwater from spreading oil from any leaking transformer.

Funding Source	FY 2011-12	FY2012-13	FY2013-14	FY2014-15	FY2015-16	Total
Utility Fund	\$100,000					\$100,000

CAPITAL PROJECTS FUND

Electrical Division

Electric System Rebuild

Submitting Department: Electrical **Total Projected Cost:** \$150,000/year

Project Description:

- Much of the overhead portion of the City's electrical distribution system is over 70 years old. A number of poles and cross-arms need replacing.
- It is proposed that \$150,000 be budgeted each year for the next five years.
- It is proposed that a "dock crew" be brought in each year which would be assigned to specific areas of the overhead system that need to be rebuilt. This crew would be staffed and organized by an outside company which is in the business of doing this kind of work for electric utilities.
- \$100,000 would be budgeted for this crew and an additional \$50,000 per year would be needed to purchase replacement poles, cross-arms and other line material.

Funding Source	FY 2011-12	FY2012-13	FY2013-14	FY2014-15	FY2015-16	Total
Utility Fund	\$150,000	\$150,000	\$150,000	\$150,000	\$150,000	\$750,000

CAPITAL PROJECTS FUND

Electrical Division

Short-Circuit/Coordination Study

Submitting Department: Electrical Total Projected Cost: \$90,000

Project Description:

- The City maintains the primary electric system along every street in Boulder City. In some locations there are fuse boxes. In the City's six substations, there are breakers on the main lines leaving the sub. In a household, if a child sticks a knife in an electric outlet, the breaker should trip to discontinue power at the outlet. Much like breakers work in a household setting, the fuses and breakers on the City's primary electric system help protect the public and increase reliability. For example, if a contractor on a backhoe digs through a hot primary cable, the nearest fuse should fail, discontinuing power sent to the backhoe. For areas of town without fusing, the breaker will trip at the substation to discontinue power.
- Rarely do individual homeowners hire an electrician to verify breakers are functioning properly in a home. However, the City's primary electric system carries 12,000 volts compared to 110 volts in homes, therefore the danger is much greater.
- This study will increase the safety of Boulder City's primary electric system by insuring correct setting and coordination on fuses and breakers. In addition, reliability will be improved by reducing the area of power outages during power surges.

Funding Source	FY 2011-12	FY2012-13	FY2013-14	FY2014-15	FY2015-16	Total
Utility Fund	\$90,000					\$90,000

CAPITAL PROJECTS FUND

Electrical Division

Substation Transformer Emergency Back-Up

Submitting Department: Electrical Total Projected Cost: \$1,000,000

Project Description:

- The City has 6 substations throughout the City which contain transformers to step down the voltage from high voltage transmission lines to the primary voltage along each City street.
- The Electric Division maintains these transformers on a regular basis to insure continued operations. However, there is always a chance of failure even for well maintained equipment.
- Failure of a substation transformer would result in a segment of town being without power for several months while a replacement transformer is manufactured and shipped to Boulder City.
- This project will allow the City to purchase a replacement transformer for stock, reducing the power outage from months to hours.

Funding Source	FY 2011-12	FY2012-13	FY2013-14	FY2014-15	FY2015-16	Total
Utility Long-Term Capital Reserve Fund	\$200,000	\$200,000	\$200,000	\$200,000	\$200,000	\$1,000,000

CAPITAL PROJECTS FUND

Electrical Division

Replace Metal-Clad Switchgear in Substations

Submitting Department: Electrical Total Projected Cost: \$600,000

Project Description:

- There are 16 breakers in Substations 1, 2, & 3 which are over 50-years old and no longer meet code.
- Parts for these type of breakers are no longer manufactured.
- A failure of one of these breakers has the potential to cause the entire substation to fail, leaving 1/6 of the City without power.
- This project includes replacement of the metal clad switchgear and configuration of the electronic relays. This reduces annual maintenance cost as the testing and calibration interval can be reduced from 1 year to 5 years.
- The Electric Division proposes to upgrade one substation per year for the next 3 years.

Funding Source	FY 2011-12	FY2012-13	FY2013-14	FY2014-15	FY2015-16	Total
Utility Fund	\$200,000	\$200,000	\$200,000			\$600,000

CAPITAL PROJECTS FUND

Electrical Division

Electric Utility Warehouse and Substation Office

Submitting Department: Electric Total Projected Cost: \$350,000

Project Description:

- Currently, Electric Utility material, spare parts, and other equipment are stored in two sheds owned by the Bureau of Reclamation. These shed are not large enough to accommodate all equipment stocked by the Electric Division that should be stored indoors. Moreover, the Bureau of Reclamation may require the Electric Division to vacate the sheds at any time.
- Funding this project will allow the electric Division to construct a warehouse at an existing structure located behind the LADWP building. The new warehouse will be large enough to accommodate all material/equipment currently stored at the Bureau of Reclamation sheds, plus equipment currently stored outdoors that require indoor storage.
- Funding this project will also allow construction of one 10'X10' office that will provide a desk for the Substation Maintenance Technicians, and provide storage for substation drawings, equipment manuals and test reports.

Funding Source	FY 2011-12	FY2012-13	FY2013-14	FY2014-15	FY2015-16	Total
Utility Fund		\$175,000	\$175,000			\$350,000

CAPITAL PROJECTS FUND

Electrical Division

Demand Reduction System

Submitting Department: Electric Total Projected Cost: \$340,000

Project Description:

- This project will reduce the City's peak electric demand through a voluntary program for residential customers that will allow the utility to remotely curtail air conditioning load during peak electric consumption periods. This two-year project will fund the central control equipment and software, and controllers for approximately 1,000 customers.

Funding Source	FY 2011-12	FY2012-13	FY2013-14	FY2014-15	FY2015-16	Total
Utility Fund		\$170,000	\$170,000			\$340,000

CAPITAL PROJECTS FUND

Electrical Division

Electric Generation Source

Submitting Department: Electrical

Total Projected Cost: \$5,000,000
(through FY 2020-21)

Project Description:

- In 2010, only 51.4% of the City's energy was supplied from hydro. Market energy, although relatively inexpensive at the moment (approximately \$40 per MWh annual average), has a history of volatility. For example, in the Western energy crisis of 2000, the City paid between \$105 and \$195 for market energy.
- To help insulate the ratepayers from the volatility of the energy market, City Staff recommends that the City acquire a 20 MW partial ownership of an existing or new construction base-load generation resource.
- Using the current benchmark of \$500 per kW, securing a 20 MW ownership interest would require an investment of \$10,000,000. Staff is requesting that \$500,000 be set aside from the Utility Fund each year starting in FY 2011-12, in order to allow the City to participate in a generation plant acquisition without subjecting ratepayers to a potential sudden rate increase at the time of purchase.

Funding Source	FY 2011-12	FY2012-13	FY2013-14	FY2014-15	FY2015-16	Total
Utility Long-Term Capital Reserve Fund	\$500,000	\$500,000	\$500,000	\$500,000	\$500,000	\$2,500,000

CAPITAL PROJECTS FUND

Water Division

Boulder City Municipal Cemetery Raw Water Conversion

Submitting Department: Public Works **Total Projected Cost:** \$250,000

Project Description:

- Extend raw water from Georgia Avenue, along Adams Boulevard during Pavement Reconstruction Project to Boulder City Municipal Cemetery.

Future Operating Budget Impact

- Estimated annual savings for conversion to raw water is \$5,456.

Funding Source	FY 2011-12	FY2012-13	FY2013-14	FY2014-15	FY2015-16	Total
Cemetery Fund		\$250,000				\$250,000

CAPITAL PROJECTS FUND

Landfill Division

Landfill Permitting and Monitoring

Submitting Department: Public Works **Total Projected Cost:** \$100,000/year

Project Description:

- Staff is continuing working with a consultant to complete the permitting process through the Southern Nevada Health District for the existing Boulder City Landfill that will extend the life of the landfill.
- Separate permit applications have been submitted for 10-acre and 74-acre areas.
- The consultant has also been retained for monitoring operations at the landfill to insure compliance with the permits issued by the Southern Nevada Health District.
- In the future, before the capacity of the existing landfill is reached a new cell will need to be designed and constructed in time to be placed into use when the existing landfill reaches its capacity.

Future Operating Budget Impact

- The design and construction of a new cell in the future will create the need for new trash collection fees. Trash collection fees will need to be increased in order to cover the costs associated with the new cell and closure of the existing cell.

Funding Source	FY 2011-12	FY2012-13	FY2013-14	FY2014-15	FY2015-16	Total
Landfill Fund	\$100,000	\$100,000	\$100,000	\$100,000	\$100,000	\$500,000

CAPITAL PROJECTS FUND

Public Safety

Regional Training and Shooting Facility

Submitting Department: Police Department

Total Projected Cost: \$1,600,000

Project Description:

- The Regional Training and Shooting Facility (RTSF) will be located in the Eldorado Valley at the Silver State Materials aggregate facility site.
- The RTSF will be developed over several years while Silver State Materials is mining the site.
- The first year was the development of a master plan for the facility.
- The primary purpose of the RTSF Master Plan was to prepare a plan for the organized development of the site over the next several years.
- The facilities intended to be located at the site are:
 - o Law Enforcement Shooting Facilities
 - o Emergency Vehicle Operator's Courses
 - o Public Safety Training Facilities
 - o Aggregate Mining Area

Future Operating Budget Impact:

Operation and maintenance of the facilities will be required. Fees for use of the facilities to cover operation and maintenance costs will need to be developed.

Funding Source	FY 2011-12	FY2012-13	FY2013-14	FY2014-15	FY2015-16	Total
DOJ Grant	\$600,000					\$600,000
City of Henderson	\$1,000,000					\$1,000,000

CAPITAL PROJECTS FUND

Judicial

Court Addition

Submitting Department: Public Works **Total Projected Cost:** \$200,000

Project Description:

- Currently, the Justice Court is housed in a separate building behind the Municipal Court facility.
- Project is to construct an addition that will house the Justice Court and the Constable's office.
- This addition will fully integrate court operations, improve security and be more customer friendly.
- The construction facility fee can only be used for court accepted projects.

Funding Source	FY 2011-12	FY2012-13	FY2013-14	FY2014-15	FY2015-16	Total
Court Facility Fees	\$200,000					\$200,000

CAPITAL PROJECTS FUND

Culture and Recreation

Bootleg Canyon Campground

Submitting Department: Parks & Recreation Total Projected Cost: \$50,000

Project Description:

- In order to increase revenue to the City at the Bootleg Canyon Mountain Bike Trails, the construction of a rustic campground is proposed.
- The City receives numerous requests from mountain bike patrons who are willing to pay to camp in the Bootleg Canyon area.
- When complete, the campground will feature ten to fifteen basic camping spots including a picnic table, barbeque area and shade trees.
- Charging the campers a use fee will increase revenue to the City on a yearly basis. Cost includes:

11 Picnic Tables @ \$600.00	6,600
1 Gazebo	22,000
10 Pedestal Grills @ \$150.00	1,500
11 Trash Receptacles @ \$250.00	2,750
Excavation of Dirt	<u>17,150</u>
Total	\$50,000

Funding Source	FY2012-13	FY2013-14	FY2014-15	FY2015-16	Total
SNPLMA ⁽¹⁾			\$50,000		\$50,000

⁽¹⁾ Southern Nevada Public Lands Management Act

CAPITAL PROJECTS FUND

Transportation

US 93 Frontage Road

Submitting Department: Public Works Total Projected Cost: \$2,974,740

Project Description:

- This project is the design and construction of new frontage road for US93 to provide additional access to the Hemenway Valley to more efficiently provide emergency services to this area.

Funding Source	FY 2011-12	FY2012-13	FY2013-14	FY2014-15	FY2015-16	Total
NDOT ⁽¹⁾ RTC ⁽²⁾	\$2,974,740					\$2,974,740

⁽¹⁾ Nevada Department of Transportation

⁽²⁾ Regional Transportation Commission of Southern Nevada

CAPITAL PROJECTS FUND

General Government

Gateway Sign

Submitting Department: Community Development **Total Projected Cost:** \$100,000

Project Description:

Install two gateway signs at primary entrance points into Boulder City on U.S. 93. Initial installation is located at small hill at western entrance to the City after Railroad Pass but before the U.S. 93/95 interchange. Sign will have the appearance of Hoover Dam and welcome the traveling public to Boulder City. Second sign will be located at Pacifica on U.S. 93.

Note: Project funding is combined with a matching grant from NDOT.

Future Operating Budget Impact

Possible impact in future years for maintenance of sign face (i.e., graffiti abatement). Difficult to forecast the year in which the additional fiscal impact will occur.

Funding Source	FY 2011-12	FY2012-13	FY2013-14	FY2014-15	FY2015-16	Total
RDA Project	\$50,000					\$50,000
NDOT Grant	\$50,000					\$50,000

CAPITAL PROJECTS FUND

General Government

Bus Shelter

Submitting Department: Public Works **Total Projected Cost:** \$230,000

Project Description:

Install up to 8 bus shelters at prominent locations along the existing RTC bus route through Boulder City. Funding is coming from a grant from the Federal Transit Administration, as part of the stimulus package.

Future Operating Budget Impact

Possible impact in future years for maintenance of shelters (i.e., graffiti abatement).

Funding Source	FY 2011-12	FY2012-13	FY2013-14	FY2014-15	FY2015-16	Total
NDOT Grant	\$230,000					\$230,000

CAPITAL PROJECTS FUND

Transportation

Canyon Road Extension

Submitting Department: Public Works **Total Projected Cost:** \$402,500

Project Description:

- This project is the design and construction of the extension of Canyon Road from the end of the existing pavement to connect to the new pavement installed from the River Mountain Loop Trail to the Bootleg Canyon Restroom.
- This roadway extension will include drainage improvements and a bike lane and signage to connect to the Boulder City Bike Ways.

Funding Source	FY 2011-12	FY2012-13	FY2013-14	FY2014-15	FY2015-16	Total
RTC ⁽¹⁾				\$402,500		\$402,500

⁽¹⁾ Regional Transportation Commission of Southern Nevada

CAPITAL PROJECTS FUND

Transportation

San Felipe Drive Improvements

Submitting Department: Public Works **Total Projected Cost:** \$1,129,945

Project Description:

- This project is to develop conceptual plans for improvements to San Felipe Drive to include pedestrian, drainage and lighting improvements to provide a safer roadway for the neighborhood.
- The conceptual plans will be used to conduct public meetings with the adjacent homeowners to solicit their input.

Funding Source	FY 2011-12	FY2012-13	FY2013-14	FY2014-15	FY2015-16	Total
RTC ⁽¹⁾		\$1,129,945				\$1,129,945

⁽¹⁾ Regional Transportation Commission of Southern Nevada

CAPITAL PROJECTS FUND

Transportation

Crack Seal & Slurry Seal Program

Submitting Department: Public Works **Total Projected Cost:** \$80,000/year

Project Description:

- The purpose of the micropave road surface treatment is to extend the life of the road surface by applying a sealant to roads in good condition. As the pavement in Boulder City ages it cracks. When water from rain storms, irrigation, etc. gets into the cracks it causes further deterioration of the pavement and the base below the pavement.
- Crack sealing prevents water intrusion into and below the pavement helping to prolong the life of the pavement.
- Crack seal is also performed as part of the annual micropave program, but there are many streets that do not need micropaving that do need to be crack sealed.

Funding Source	FY 2011-12	FY2012-13	FY2013-14	FY2014-15	FY2015-16	Total
RTC ⁽¹⁾	\$80,000	\$80,000	\$80,000	\$80,000	\$80,000	\$400,000.00

⁽¹⁾ Regional Transportation Commission of Southern Nevada

CAPITAL PROJECTS FUND

Transportation

Gingerwood Parkway/Bristlecone Drive Improvements

Submitting Department: Public Works Total Projected Cost: \$700,000

Project Description:

- This project is the construction of the half street improvements along Gingerwood Parkway and Bristlecone Drive on the west and south sides of the existing streets, respectively.
- These improvements will complete the construction of these two streets including storm drainage facilities and landscape medians.
- Utility services will also be extended to the vacant property as part of the project to reduce future street cuts.

Funding Source	FY 2011-12	FY2012-13	FY2013-14	FY2014-15	FY2015-16	Total
RTC ⁽¹⁾					\$700,000	\$700,000

⁽¹⁾ Regional Transportation Commission of Southern Nevada

CAPITAL PROJECTS FUND

Transportation

Nevada Way Revitalization

Submitting Department: Public Works Total Projected Cost: \$3,500,000

Project Description:

- This project is the reconstruction of Nevada Way from Buchanan Boulevard to Wyoming Street. This project will include aesthetic enhancements such as limited medians and bump outs, signage, street furniture, etc. to improve the look of this roadway as the entrance into the downtown business and historic district areas.
- All new improvements will be installed to be ADA compliant.
- Water, sewer and storm water facilities and systems will be replaced and installed in conjunction with the pavement. It is more cost effective to construct these underground facilities when the road is being resurfaced.
- Curb and gutter and sidewalk improvements that meet Americans with Disabilities Act (ADA) requirements will also be performed as part of the project.

Funding Source	FY 2011-12	FY2012-13	FY2013-14	FY2014-15	FY2015-16	Total
Redevelopment Agency Fund	\$500,000	\$500,000				\$1,000,000
Regional Transportation Commission	\$2,000,000					\$2,000,000
Utility Fund	\$500,000					\$500,000

CAPITAL PROJECTS FUND

Transportation

Annual Pavement Program

Submitting Department: Public Works **Total Projected Cost:** \$600,000/year

Project Description:

- Based on the square yardage of pavement in the City and using an expected lifespan of twenty (20) years, the City needs to spend \$1,200,000 per year for street reconstruction to maintain the expected quality. This cost will increase with escalating fuel and material prices and the addition of new roads throughout the community.
- Water, fire, sewer and storm water facilities and systems are replaced in conjunction with the pavement. It is more cost effective to install replacement facilities when the road is being resurfaced.

Funding Source	FY 2011-12	FY2012-13	FY2013-14	FY2014-15	FY2015-16	Total
Utility Fund	\$200,000	\$200,000	\$200,000	\$200,000	\$200,000	\$1,000,000
RTC ⁽¹⁾	\$400,000	\$400,000	\$400,000	\$400,000	\$400,000	\$2,000,000

⁽¹⁾ Regional Transportation Commission of Southern Nevada

CAPITAL PROJECTS FUND

Flood Control

Yucca Debris Basin, Outfall and Collection

Submitting Department: Public Works Total Projected Cost: \$1,534,295

Project Description:

- This project is the construction of sediment debris basins and storm drain channel to collect storm water flows from the Bootleg Canyon Facilities and convey them to the inlet facilities at Veterans Memorial Drive for the North Railroad Detention Basin.

Funding Source	FY 2011-12	FY2012-13	FY2013-14	FY2014-15	FY2015-16	Total
CCRFCD ⁽¹⁾	\$1,534,295					\$1,534,295

CAPITAL PROJECTS FUND

Flood Control

Bootleg Canyon Flood Control Construction of Phase II Improvements

Submitting Department: Public Works Total Projected Cost: \$1,600,000

Project Description:

- Phase II is the design, permitting and construction of the detention basin berms, spillway and maintenance road.

Funding Source	FY 2011-12	FY2012-13	FY2013-14	FY2014-15	FY2015-16	Total
CCRFCD ⁽¹⁾		\$1,600,000				\$1,600,000

⁽¹⁾ Clark County Regional Flood Control District

CAPITAL PROJECTS FUND

Flood Control

Flood Control Master Plan Facilities

Submitting Department: Public Works Total Projected Cost: \$7,000,000

Project Description:

- This project is the design of the remaining regional flood control facilities identified in the 2008 Master Plan Update that are listed on the Clark County Regional Flood Control District's Ten Year Construction Plan. The project includes channels, storm drains, box culverts, sediment basins, berms, etc. at various locations throughout the city in three of the four watersheds identified in the Master Plan.

Future Operating Budget Impact

Once these facilities are constructed maintenance of these facilities will be included in the annual Maintenance Work Program through the Clark County Regional Flood Control District.

Funding Source	FY 2011-12	FY2012-13	FY2013-14	FY2014-15	FY2015-16	Total
CCRFCD ⁽¹⁾		\$2,000,000	\$3,000,000	\$2,000,000		\$7,000,000

⁽¹⁾ Clark County Regional Flood Control District

CAPITAL PROJECTS FUND

General Government

Dumpster Improvements

Submitting Department: Community Development **Total Projected Cost:** \$12,000

Project Description:

Improve existing dumpster enclosures within the historic business district, including the evaluation of possible new enclosure installations to improve the functionality and appearance. Enclosures help reduce blighting influences by hiding trash and recycling dumpsters from common view as well as act as a catch-all for fugitive trash.

Note: Project funding is remaining funding from prior dumpster enclosure projects. City Engineering staff is evaluating potential projects for completion in FY 11/12

Future Operating Budget Impact

Possible impact in future years for maintenance of dumpster enclosure (i.e., graffiti abatement, damaged gate repair). Difficult to forecast the year in which the additional fiscal impact will occur.

Funding Source	FY 2011-12	FY2012-13	FY2013-14	FY2014-15	FY2015-16	Total
RDA Project	\$12,000					\$12,000

CAPITAL PROJECTS FUND

General Government

Nevada Highway Sidewalk

Submitting Department: Public Works **Total Projected Cost:** \$120,336

Project Description:

Construct new sidewalk and related improvements along the south side of Nevada Highway between Veterans Parkway eastward to Rebel Oil Gas Station. Project purpose is to create a safe walking environment for residents within the two mobile home park developments along U.S. 93 to retail and restaurants. Project includes site preparation for new concrete, drive approach installation and/or repair, utility meter box insets, relocation of mail boxes and other structures.

Funding Source	FY 2011-12	FY2012-13	FY2013-14	FY2014-15	FY2015-16	Total
RDA Project		\$120,336				\$120,336

CAPITAL PROJECTS FUND

General Government

Los Angeles Department of Water & Power

Submitting Department: Community Development **Total Projected Cost:** \$41,623

Project Description:

Install new overhead doors to mitigate pigeon roosting and damage to Los Angeles Department of Water and Power Building at the corner of Wyoming/Ash/Nevada Way. As funds permit, additional roof repairs and electrical system upgrades to maintain service levels for building tenants.

Note: Project funding is combined with multiple LADWP project grants received over several years. Dollar number represents overall balance.

Future Operating Budget Impact

Possible impact in future years for maintenance of building (i.e., graffiti abatement, HVAC equipment, electrical system). Difficult to forecast the year in which the additional fiscal impact will occur.

Funding Source	FY 2011-12	FY2012-13	FY2013-14	FY2014-15	FY2015-16	Total
RDA Project	\$41,623					\$41,623

CAPITAL PROJECTS FUND

General Government

Festive Lights - Nevada Way

Submitting Department: Community Development **Total Projected Cost:** \$14,223

Project Description:

Install new and replacement festive LED lighting in trees along Nevada Way, Arizona Street and Wyoming Street to improve the evening ambience of the historic business district. Lighting will improve the overall appearance of the business community and may lead to increased foot traffic for local businesses and stabilize the local economy.

Future Operating Budget Impact

Possible impact in future years for maintenance of lighting system (i.e., damaged lighting). Difficult to forecast the year in which the additional fiscal impact will occur.

Funding Source	FY 2011-12	FY2012-13	FY2013-14	FY2014-15	FY2015-16	Total
RDA Project	\$14,223					\$14,223

CAPITAL PROJECTS FUND

Public Works

Crosswalk Safety Improvements

Submitting Department: Public Works **Total Projected Cost:** \$50,000

Project Description:

Improve crosswalk safety by installing unique crosswalk safety improvements, such as new warning lights activated by pedestrians, unique pavement markings, improved visibility at crossing points and pedestrian refuge areas in center of street for longer crossings.

Note: Project is a multi-year project, funded at \$50,000 per year for three years. FY 08/09 funding has been spent out, FY 09/10 has \$16,665 remaining to be spent, and FY 10/11 has \$50,000 remaining to be spent. FY 10/11 funds are reprogrammed to FY 11/12.

Future Operating Budget Impact

Possible impact in future years for maintenance of electronic equipment and remarking of streets. Difficult to forecast the year in which the additional fiscal impact will occur.

Funding Source	FY 2011-12	FY2012-13	FY2013-14	FY2014-15	FY2015-16	Total
RDA Project	\$50,000					\$50,000

CAPITAL PROJECTS FUND

Public Works

Industrial Road Sidewalk

Submitting Department: Public Works **Total Projected Cost:** \$189,060

Project Description:

Construct new sidewalk and related improvements along the south side of Industrial Road between Yucca Street eastward to U.S. Highway 93. Project purpose is to create a safe walking environment for residents within the Industrial Park area, including the two trailer parks and the multi-use live/work industrial buildings. Project includes site preparation for new concrete, drive approach installation and/or repair, utility meter box insets, relocation of mail boxes and other structures.

Future Operating Budget Impact

No anticipated future operating budget impact.

Funding Source	FY 2011-12	FY2012-13	FY2013-14	FY2014-15	FY2015-16	Total
RDA Project	\$189,060					\$189,060

CAPITAL PROJECTS FUND

Public Works

Utility Capital Reserve Fund

Submitting Department: RDA Board Total Projected Cost: \$750,000

Project Description:

Transfer of Funds to a dedicated Utility Capital Reserve Fund. Transferred funds retain the restrictions on use in that the project must be an eligible utility project – either through location within the RDA Plan Area, or qualify under NRS requirements for blighted infrastructure.

Funding Source	FY 2011-12	FY2012-13	FY2013-14	FY2014-15	FY2015-16	Total
RDA Project	\$150,000	\$150,000	\$150,000	\$150,000	\$150,000	\$750,000

CAPITAL PROJECTS FUND

Public Works

Street Striping

Submitting Department: Public Works **Total Projected Cost:** \$60,000

Project Description:

Public safety improvements to pedestrian and bicycle trails and lanes throughout the community. Project includes the purchase of a dedicated paint striping truck and equipment to be used to mark city streets and trail systems. Purchase and installation of custom signage to mark dedicated bicycle routes and select pedestrian trails within the community. For on-going maintenance and additional trail markings, funding is provided for an additional 3-year period.

Note: Project was funded in FY09/10. YTD expenditures are \$71,618, with \$28,382 remaining to be spent in FY 10/11.

Future Operating Budget Impact

Possible impact in FY 14/15 for maintenance of existing striping. Unknown dollar commitment as it is difficult to assess the wear and tear on the installed signage and striping during the project period.

Funding Source	FY 2011-12	FY2012-13	FY2013-14	FY2014-15	FY2015-16	Total
RDA Project	\$20,000	\$20,000	\$20,000			\$60,000

CAPITAL PROJECTS FUND

Public Safety

Police Department Renovations

Submitting Department: Police Department Total Projected Cost: \$375,000

1. General Repairs \$50,000

- Replace floor around toilets in upstairs restrooms
- Framing repairs in AV closet downstairs
- Drywall repair on wall near fire alarm in old holding cell area
- Drywall repairs in old report room (downstairs)
- Caulk windows in dispatch break room

2. Dispatch Meeting Room \$25,000

- Drywall, drop ceiling, new light fixtures, carpet, update kitchen area.

3. Locker Room and Jail \$300,000

- The Police Department only has one locker room shared by both male and female officers.
- This project will provide separate locker room space for male and female officers.
- The jail area is old and outdated. Remodeling these areas will bring them up to code.

Funding Source	FY 2011-12	FY2012-13	FY2013-14	FY2014-15	FY2015-16	Total
Utility Fund						
RDA	\$50,000	\$25,000	\$300,000			\$375,000

CAPITAL PROJECTS FUND

Public Safety

Annex Demolition/Additional Parking

Submitting Department: Police Department **Total Projected Cost:** \$120,000

Project Description:

- Demolish the Police Department Annex Building and prepare and pave the area to be used as a secure parking area for police vehicles and equipment.
- The work will include demolition and disposal of the existing Annex building, the installation of approximately a 5' tall retaining wall, 6' tall screen/security wall to match the existing wall, fill material and paving of the new parking area and security lighting.

Funding Source	FY 2011-12	FY2012-13	FY2013-14	FY2014-15	FY2015-16	Total
RDA				\$120,000		\$120,000

CAPITAL PROJECTS FUND

Voter Approved CIP

MUB Stand Alone CM Access

Submitting Department: Public Works **Total Projected Cost:** \$2,000

Project Description:

This facility is rented for special events and gatherings. Installation of the standard electronic locking system on the facility will save money and staff time, as keys & locks will not need to be replaced.

Funding Source	FY 2011-12	FY2012-13	FY2013-14	FY2014-15	FY2015-16	Total
Voter Approved CIP	\$2,000					\$2,000

CAPITAL PROJECTS FUND

Voter Approved CIP

Fire Department Remodel Conference Room

Submitting Department: Public Works **Total Projected Cost:** \$15,000

Project Description:

The Fire Department conference room needs improved lighting, carpet, data jacks, electrical outlets and media capabilities to improve functionality. This project will accomplish most of these improvements.

Funding Source	FY 2011-12	FY2012-13	FY2013-14	FY2014-15	FY2015-16	Total
Voter Approved CIP	\$15,000					\$15,000

CAPITAL PROJECTS FUND

Voter Approved CIP

Pool Building Fiberglass Door Install ADA

Submitting Department: Public Works Total Projected Cost: \$8,000

Project Description:

- Due to the high chlorine environment, the metal doors to the locker rooms rust and fail on a regular basis.
- This project replaces the metal doors with fiberglass doors.

Funding Source	FY 2011-12	FY2012-13	FY2013-14	FY2014-15	FY2015-16	Total
Voter Approved CIP	\$8,000					\$8,000

CAPITAL PROJECTS FUND

Voter Approved CIP

Pool Building Networked HID ID Card Access

Submitting Department: Public Works **Total Projected Cost:** \$4,000

Project Description:

The pool facility is operated by numerous part-time employees. Installation of the standard electronic locking system on this facility will save money and staff time, as keys and locks will not need to be replaced.

Funding Source	FY 2011-12	FY2012-13	FY2013-14	FY2014-15	FY2015-16	Total
Voter Approved CIP	\$4,000					\$4,000

CAPITAL PROJECTS FUND

Voter Approved CIP

Recreation Center Repair and Repaint Rear of Recreation Center

Submitting Department: Public Works **Total Projected Cost:** \$10,000

Project Description:

The north side of the recreation center has aged and is in need of surface painting. This project includes all work to prepare and paint the side of the building.

Funding Source	FY 2011-12	FY2012-13	FY2013-14	FY2014-15	FY2015-16	Total
Voter Approved CIP	\$10,000					\$10,000

CAPITAL PROJECTS FUND

Voter Approved CIP

City Hall Large Conference Room Remodel

Submitting Department: Public Works **Total Projected Cost:** \$20,000

Project Description:

The large conference room in the City Hall has paneled walls. Replacement with drywall, along with the addition of a built-in computer and projector screen will make this facility more useful for meetings.

Funding Source	FY 2011-12	FY2012-13	FY2013-14	FY2014-15	FY2015-16	Total
Voter Approved CIP	\$20,000					\$20,000

CAPITAL PROJECTS FUND

Voter Approved CIP

City Wide HID Networked Card Access Exterior/Interior

Submitting Department: Public Works **Total Projected Cost:** \$37,000

Project Description:

- Many city buildings have been converted to an electronic locking system, including City Hall, Courts, Animal Shelter, Airport, Police Department.
- This project involves adding more buildings to the electronic locking system. This saves money on door hardware and staff time. In addition, the City has an audit trail of who is entering the buildings after hours.

Funding Source	FY 2011-12	FY2012-13	FY2013-14	FY2014-15	FY2015-16	Total
Voter Approved CIP	\$37,000					\$37,000

CAPITAL PROJECTS FUND

Voter Approved CIP

Public Works Garage/Mechanic Electric Code

Submitting Department: Public Works Total Projected Cost: \$15,000

Project Description:

- The building and facilities crew found several electric code violations in the mechanic area of the City Shops.
- An electrician needs to be hired to make the necessary alterations.

Funding Source	FY 2011-12	FY2012-13	FY2013-14	FY2014-15	FY2015-16	Total
Voter Approved CIP	\$15,000					\$15,000

CAPITAL PROJECTS FUND

Voter Approved CIP

City Hall Upstairs Restrooms Remodel

Submitting Department: Public Works Total Projected Cost: \$15,000

Project Description:

- The upstairs public restroom is heavily used by the public.
- New wall covering and flooring would improve the image of the facility.
- This project will make improvements to this restroom including covering the exposed plumbing.

Funding Source	FY 2011-12	FY2012-13	FY2013-14	FY2014-15	FY2015-16	Total
Voter Approved CIP	\$15,000					\$15,000

CAPITAL PROJECTS FUND

Voter Approved CIP

Police Department Men's Upstairs Restroom

Submitting Department: Public Works Total Projected Cost: \$15,000

Project Description:

- Some fixtures in the facility do not work.
- Portions of the walls and floors have been damaged from plumbing problems.
- This project will make the needed improvements to the restroom.

Funding Source	FY 2011-12	FY2012-13	FY2013-14	FY2014-15	FY2015-16	Total
Voter Approved CIP	\$15,000					\$15,000

CAPITAL PROJECTS FUND

Voter Approved CIP

Council Chambers Remodel

Submitting Department: Public Works Total Projected Cost: \$66,000

Project Description:

- The Council Chambers has paneled walls which need to be replaced with drywall.
- Media improvements need to be made to the Dias and for presenters.
- This project will accomplish these improvements and make some security upgrades.

Funding Source	FY 2011-12	FY2012-13	FY2013-14	FY2014-15	FY2015-16	Total
Voter Approved CIP	\$66,000					\$66,000

CAPITAL PROJECTS FUND

Public Works

Fire Panel Replacement in New Gymnasium

Submitting Department: Parks and Recreation **Total Projected Cost:** \$62,000

Project Description:

- The fire panel in the new gymnasium is broken and needs to be replaced.
- The purchase and installation of a new fire panel for the new gymnasium will be \$6,000.
- ADA Compliant Door Replacement will be \$56,000.

Funding Source	FY 2011-12	FY2012-13	FY2013-14	FY2014-15	FY2015-16	Total
Voter Approved CIF	\$62,000					\$62,000

CAPITAL PROJECTS FUND

Culture and Recreation

Boiler Room

Submitting Department: Parks and Recreation **Total Projected Cost:** \$3,000

Project Description:

Combustion air in the boiler room is insufficient – either a 24” x 24” vent for permanent venting, or interconnect on the evaporative cooler is needed.

Funding Source	FY 2011-12	FY2012-13	FY2013-14	FY2014-15	FY2015-16	Total
Voter Approved CIF	\$3,000					\$3,000

DEBT

DEBT SERVICE SUMMARY

	Original Issue Amount	Issue Date	Final Payment Date	Int Rate	Beginning Outstanding Balance	Interest Payable FY 12	Principal Payable FY 12	TOTAL
<u>UTILITY FUND</u>								
SNWA-Water	33,545,000	11/30/06	3/1/36	4.25%	32,050,000	1,375,506	715,000	2,090,506
SNWA-Third Intake	13,988,216	6/1/10	6/1/34	4.92%	13,988,216	500,000	-	500,000
<u>GOLF COURSE FUND</u>								
Revenue Bonds	9,335,000	12/2/05	6/1/25	3.85%	8,415,000	315,027	465,000	780,027
Utility Fd-Med Term loan	8,700,000	5/13/08	5/13/21	1.83%	6,558,270	9,560	740,440	750,000
Police Vehicles/Phone System	559,240	6/28/10	7/15/14		311,668	7,568	247,572	255,140
TOTAL ALL DEBT	\$66,127,456				61,323,154	2,207,661	2,168,012	\$4,375,673

DEBT MANAGEMENT POLICY

General Policy Statement

The purpose of the Boulder City, Nevada (the "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.

Ability to Afford Existing, Future and Proposed General Obligation Debt

The City has issued \$9,335,000 of future bonds payable from and secured by Net Pledged Revenues (see below) for the purpose of constructing and equipping a new Golf Course.

The bonds are limited obligations of the City, payable from and secured by a pledge and assignment of Net Golf Course Revenues of the City derived from the operation of the Golf Course. The bonds are additionally secured by a pledge of the Consolidated Tax Pledged Revenues. The credit nor the taxing power of the City is pledged for the payment of the principal of or interest on the bonds. The bonds are not general obligations of the City.

Other than the above, the City does not anticipate issuing any other debt in the next 5 fiscal years.

DEBT

The following table illustrates the debt service on the 2005 golf course bonds and the Net Golf Course and Consolidated Tax Revenues to support these bonds.

GOLF COURSE REVENUE BONDS						
		PRINCIPAL		INTEREST		TOTAL
2006		\$ -		\$ 178,700		\$ 178,700
2007		120,000		357,088		477,088
2008		130,000		352,275		482,275
2009		135,000		347,174		482,174
2010		135,000		341,976		476,976
2011		400,000		331,678		731,678
2012		465,000		315,027		780,027
2013		485,000		296,739		781,739
2014		500,000		277,778		777,778
2015		520,000		258,143		778,143
2016		540,000		237,738		777,738
2017		560,000		216,563		776,563
2018		585,000		194,521		779,521
2019		605,000		171,614		776,614
2020		630,000		147,840		777,840
2021		655,000		123,104		778,104
2022		680,000		97,405		777,405
2023		705,000		70,744		775,744
2024		730,000		43,120		773,120
2025		755,000		14,534		769,534
TOTAL		\$ 9,335,000		\$ 4,373,757		\$ 13,708,757

Boulder Creek Golf Course Loan

The most significant event related to the debt position of the City in FY 12 is the continuation of the repayment of \$8.7 million advanced from the utility fund in March 2002, for the construction of the Boulder Creek Golf Course. The City Council took the necessary steps to “retroactively” establish the formal repayment of this debt to comply with the NRS and Citizens’ expectations that these funds be repaid to the utility fund. The recommended budget includes \$750,000 that will be repaid in semi-annual installments at an interest rate equivalent to the 90 day T-bill rate on payment dates. It is anticipated that the repayment will occur over the next 10 years under this schedule

The City of Boulder City Council approved a resolution declaring it is in the City’s best interest to loan \$8.7 million from the Utility Fund Balance to construct the Boulder Creek Golf Club and establishing the terms and conditions for repayment of the loan, including the rate of interest and amount of time the money will be on loan from the Utility Fund. The funds were loaned during the construction of the golf course and the repayment began during the fiscal year ending June 30, 2009.

UTILITY FUND DEBT

The City had incurred capital debt under an interlocal agreement, which was a medium-term financing obligation of the City, with the Southern Nevada Water Authority. Through the interlocal agreement, the Southern Nevada Water Authority financed, designed and constructed a raw water delivery system for the City. The City refinanced these medium-term obligations into Water Refunding Bonds in November 2006 to lower the interest rates.

The City has agreed to additional capital debt under an interlocal agreement, which is a medium-term financing obligation of the City, with the Southern Nevada Water Authority during FY 2010. Through the interlocal agreement, the Southern Nevada Water Authority financed, designed and will construct a third intake water delivery system. The City started making payments on these medium-term obligations in 2009-10.

DEBT CAPACITY ANALYSIS

Introduction and Purpose

Analysis of the City’s debt position is important, as growth in the City has resulted in an increased need for capital financing. 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.

Statutory Debt Capacity

State statutes limit the aggregate principal amount of the City’s general obligation indebtedness to 30 percent of the City’s reported assessed valuation. Based upon the fiscal year 2011 assessed value of \$564,973,634 (including the assessed valuation of the redevelopment district), the City’s statutory debt limitation is \$169,492,090. The City has no general obligation debt outstanding as of June 30, 2011.

DEBT

STATUTORY DEBT CAPACITY

City of Boulder City

June 30, 2011

Statutory Debt Limitation	\$169,492,090
---------------------------	---------------

Outstanding General Obligation Indebtedness	0
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Additional Statutory Debt Limitation	\$169,492,090
--------------------------------------	---------------

DEBT ISSUANCE POLICY

Administration of Policy

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.

The Director of Finance is also responsible for the attestation of disclosure and other bond related documents. References to the "City Manager or his designee" in the document are hereinafter assumed to assign the Director of Finance as the "designee" for administration of this policy. The City Manager may, from issue to issue, designate officials from issuing entities to discharge the provisions of this policy.

Summary of Debt Issuance Policies

- Bonding should be used to finance or refinance only those capital improvements and long-term assets, or other costs directly associated with financing of 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.
- **The scheduled maturity of bond issues should not exceed the expected useful life of the capital project or asset(s) financed.**
- Certificates of participation/other leases should be used only when appropriate (i.e., when no other adequate means of financing is available under State law).
- 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.

DEBT

- The Director of Finance shall consider purchasing bond insurance when the present value of the estimated debt service savings from insurance is equal to or greater than the insurance premium.
- Nevada law generally requires competitive sales of bonds. When a negotiated sale is permitted by law, it will be considered by the Director of Finance only under the conditions set forth herein.
- The Director of Finance shall establish a list of pre-qualified underwriters when a negotiated sale is anticipated.
- For negotiated sales, **qualified minority and/or woman owned firms will be included in the underwriting team**, and equal opportunity will be provided to all members of the team, including minority and/or woman-owned firms to hold the position of book-running senior manager. The book-running senior manager and other members of the underwriting syndicate will be recommended by the Director of Finance and approved by the Council.

ENTERPRISE FUNDS

CITY ENTERPRISE FUNDS

Enterprise Funds account for specific services that are funded directly through user fees. These funds include Utility Fund, Cemetery Fund, and Aviation Fund. Typically these funds are intended to be fully self-supporting and are not subsidized by the General Fund. The fiscal year 2011-12 Budget for the Utility Fund is \$26.7 million.

Utility

The Utility Department's fiscal year 2012 Budget of \$26.7 million represents a net increase of \$2.6 million over the fiscal year 2011 budget of \$24.1 million. The annual budget was developed to conform to the Utility Department's finance plan, while maintaining current service levels. The Utility Fund's fiscal year 2012 Budget does not include any additional positions. In 2002, the Southern Nevada Water Authority issued Water System Bonds of \$33.9 million to supply the City with a second raw water system.

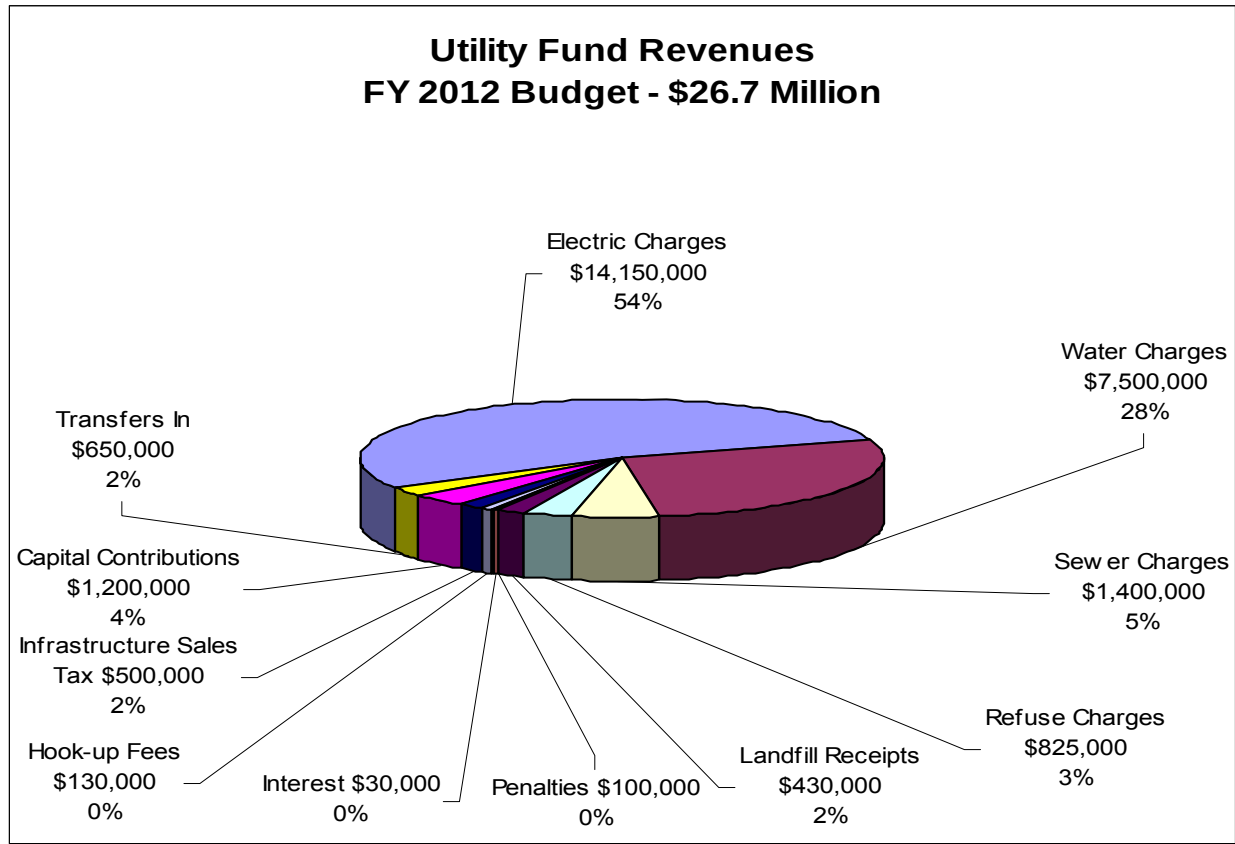
Aviation

At the close of fiscal year 2011, the fund balance is projected to be \$611,361. The airport is currently being upgraded through the use of Federal Aviation Administration grant funds. A \$1,000,000 FAA grant has been received for design work, construction and improvements. The small increase in budget comes from a major portion of FAA grants received and the projects being completed in the last couple of years.

Cemetery

The Cemetery Fund's fiscal year 2012 budget remains relatively stable at \$86,000. At the close of fiscal year 2011, the fund balance is projected to be \$433,853. This is the smallest and least active enterprise fund.

ENTERPRISE FUNDS - UTILITY



Utility Fund Revenues

Electric Billings – Electrical service user fees charged for the electricity use. (54%)

Water Billings – Water service user fees charged for the water use. (28%)

Sewer Billings – User fees charged for the provision of sewer service. (5%)

Refuse Billings – User fees charged for the provision of garbage service. (3%)

Landfill Receipts – Fees charged to customers for the use of the City landfill. (2%)

Penalties – Late charges and other various fees charged to customers. (0.4%)

Miscellaneous – Various reimbursements and any unanticipated revenues. (0.1%)

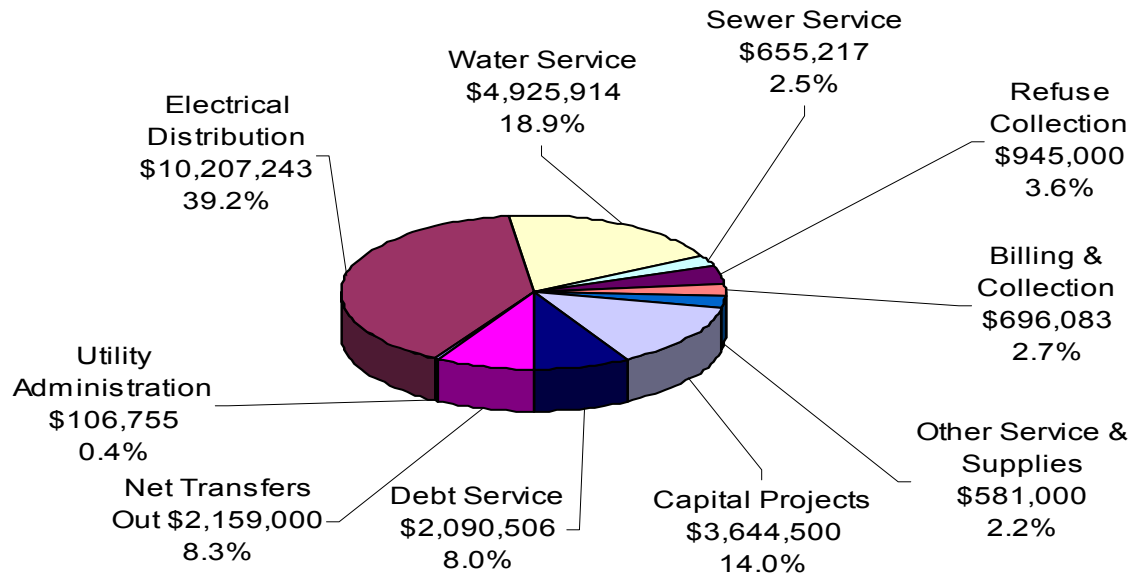
Hook-up Fees – Initial and transfer fees charged to customers for various utility services. (0.5%)

Infrastructure Sales Taxes – Taxes charged to customers for infrastructure projects. (2%)

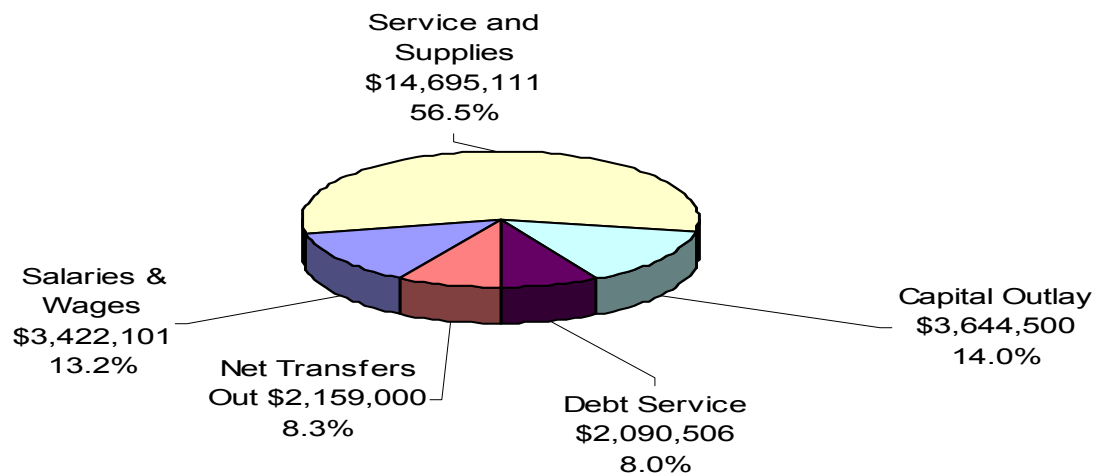
Capital Contribution – Reserve fund for capital project. (4%)

ENTERPRISE FUNDS – UTILITY

UTILITY FUND EXPENSES Fiscal Year 2012 Budget - \$26 Million



UTILITY FUND EXPENDITURES BY TYPE Fiscal Year 2012 Budget - \$26 Million



ENTERPRISE FUNDS -UTILITY

Utility Fund Expenses

Utility Administration – Administration costs for the Utility department. (0.4%)

Electrical Distribution – Cost of procuring electrical energy for commercial and residential customer use. (39.2%)

Water Service – Cost of procuring water for commercial and residential use. (18.9%)

Sewer Service – Cost of providing sewer system services for commercial and residential customers. (2.5%)

Refuse Collection – Cost of providing garbage collection and disposal services to commercial and residential customers. (3.6%)

Billing & Collection – Cost of providing the billing and collection services for all Utility Fund activities. (2.7%)

Other Services & Supplies – Cost of providing special activities, such as insurance and bonds, programming, energy conservation programs, and contractual services. (2.2%)

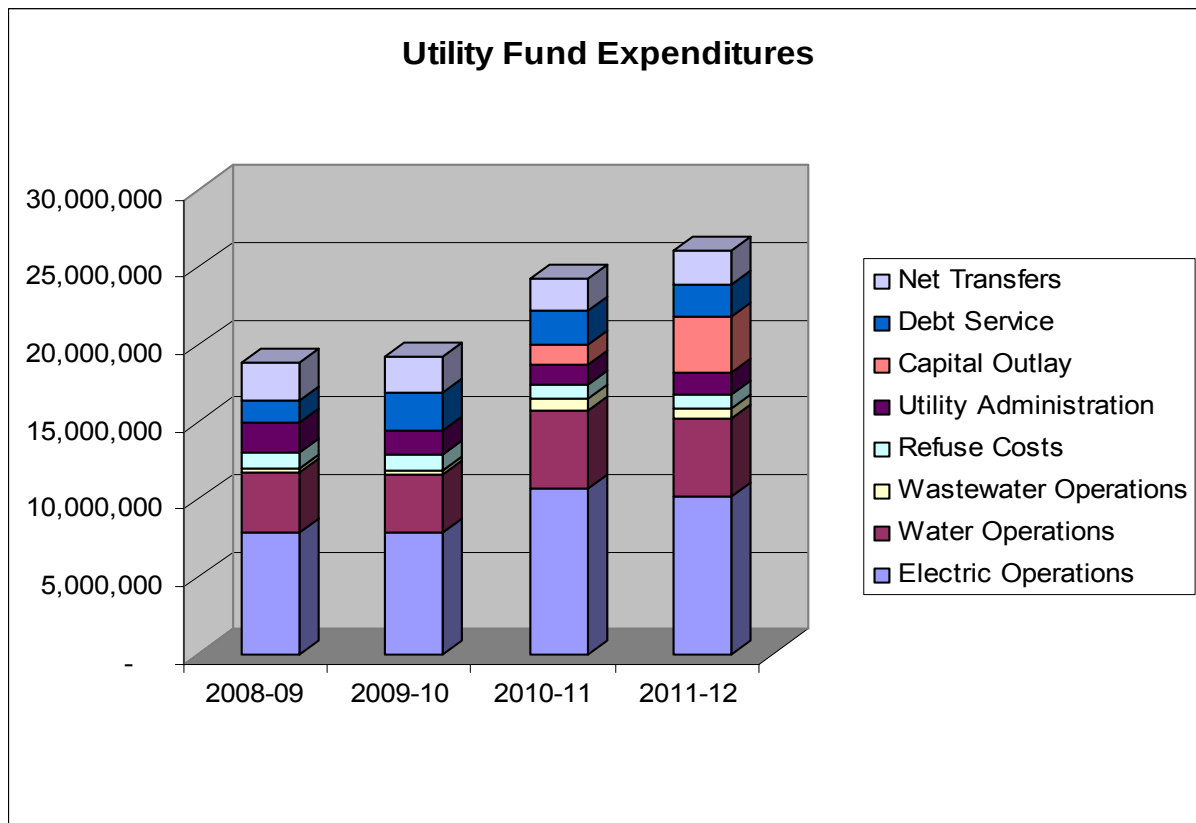
Capital Projects – Expenditures for major construction and improvement projects throughout the various utility systems. (14.0%)

Debt Service – Payment for Raw Water System. (8.0%)

Net Transfers Out – Transfer to the General Fund. (8.3%)

ENTERPRISE FUNDS -UTILITY

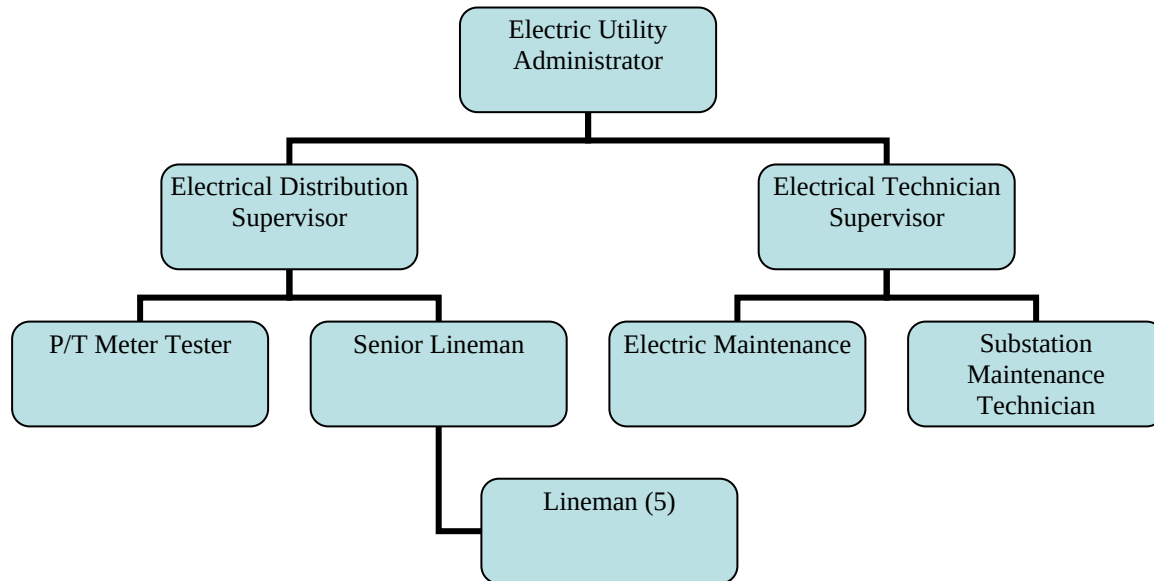
	2008-09	2009-10	2010-11	2011-12	Percent
Utility Fund	Actual	Actual	Actual- Unaudited	Budget	Change
Electric Operations	7,812,164	7,771,403	10,638,813	10,207,243	-4.2%
Water Operations	3,850,352	3,769,316	5,119,392	4,925,914	-3.9%
Wastewater Operations	273,500	328,168	768,928	655,217	-17.4%
Refuse Costs	1,079,527	1,031,732	835,000	945,000	11.6%
Utility Administration	1,908,968	1,534,590	1,342,222	1,383,838	3.0%
Capital Outlay	-	-	1,316,600	3,644,500	63.9%
Debt Service	1,446,906	2,408,140	2,115,548	2,090,506	-1.2%
Net Transfers	2,420,000	2,420,000	2,159,000	2,159,000	0.0%
Expenditure Total	18,791,417	19,263,349	24,295,503	26,011,218	6.6%



ENTERPRISE FUNDS -UTILITY

UTILITY FUND SUMMARY			
		ACTUAL	FINAL
<u>PROPRIETARY FUND</u>	ACTUAL	UNAUDITED	BUDGET
	FY 10	FY 11	FY 12
OPERATING REVENUE			
Electric Billing	\$ 12,411,131	\$ 13,742,257	\$ 14,150,000
Water Billings	5,784,650	5,654,081	7,500,000
Sewer Billings	1,394,536	1,387,035	1,400,000
Refuse Billings	847,784	851,665	825,000
Landfill Receipts	356,048	351,759	430,000
Penalties	138,755	146,946	100,000
Reimbursements & Miscellaneous	36,936	10,189	0
Hook-up Fees	128,789	100,740	130,000
Total Operating Revenue	21,098,629	22,244,673	24,535,000
OPERATING EXPENSE			
Utility Administration	82,711	81,829	106,755
Electrical Distribution	7,771,403	8,438,753	10,207,243
Water Service	3,769,316	5,810,526	4,925,914
Wastewater	328,168	512,197	655,217
Refuse Collection	1,031,732	1,009,278	945,000
Billing & Collection	847,260	635,932	696,083
Other Services & Supplies	604,619	574,999	581,000
Depreciation/Amortization	2,353,677	-	-
Total Operating Expense	16,788,886	17,621,035	18,117,212
Operating Income or (Loss)	4,309,743	4,623,638	6,417,788
NONOPERATING REVENUES			
Interest Earned	41,563	32,731	30,000
Property Taxes	495,722	545,127	500,000
Other	0	0	750,000
Grants	1,952,179	83,959	200,000
Total Nonoperating Revenues	2,489,464	661,817	1,480,000
NONOPERATING EXPENSES			
Interest Expense	2,408,140	1,904,718	2,090,506
Capital Projects	-	1,017	3,644,500
Loss on Disposition of Fixed Assets	1,479		
Total Nonoperating Expenses	2,409,619	1,905,735	5,735,006
Net Income before			
Operating Transfers	4,389,588	3,379,720	2,162,782
Operating Transfers In	0	450,000	650,000
Operating Transfers Out	(2,420,000)	(2,159,000)	(2,159,000)
NET INCOME	\$1,969,588	\$ 1,670,720	\$ 653,782

UTILITIES-ELECTRIC



MISSION STATEMENT/ACTIVITY DESCRIPTION

The Electric Division is responsible for securing adequate electric resources to provide for the needs of the City and for safely and reliably distributing it to the commercial and residential customers of the City. The Electric Utility Administrator manages the operation of the municipal utility and is responsible for scheduling power supply resources to meet daily and seasonal requirements as well as insuring that the electrical distribution system is maintained at a high level safety and reliability. The Electric Utility Supervisor supervises and directs the work activities of the City Electrician, two Substation Technicians, the Electric Linemen and the Part Time Meter Testman.

GOALS & STRATEGIC ISSUES

- Continue to improve system reliability by placing a strong emphasis on maintenance activities, including
 - a) The on-going program of underground cable replacement, including the installation of underground conduit where it does not presently exist.
 - b) Continue to rework primary junction boxes including the replacement of primary terminations (elbows).
- Work to preserve existing hydro-power resources and identify and procure new affordable long term power supply resources
- Continue to provide good, reliable tools and equipment to insure the workers are able to fulfill their duties as safely and efficiently as possible.
- Continue with an active energy conservation program to reduce the City's reliance on non-hydroelectric power as well as to assist the residents in keeping their individual power costs as low as possible.

ENTERPRISE FUNDS -UTILITY

BUDGET HIGHLIGHTS

- **Personnel Funded:** Funding has been provided to maintain existing staffing levels, consisting of the following: positions:
Full-time: 3-Professional, 1-Supervisor, 9-Journey level, 1-Secretary
Full-time (funding shared with other departments): 2-Professional
Part-time: 1-Journey level
- **Personnel Not Funded:** One (vacant) electric lineman position eliminated.
- **Operating Expense Categories:** Wholesale Power Cost is expected to increase by 25.1% from the previous year due to a substantial rate increase from NV Energy. Total remaining Contractual Services are expected to decrease primarily due reduced or eliminated participation by the City in the Intermountain Power Plant and ENV Transmission Line projects. Maintenance increased by \$173,000 with the inclusion of replacement transformers (\$65,000), underground cable (\$50,000) and street light poles and fixtures (58,000).

Funding for Fuel and Travel and Training remained the same as last year. Materials and Supplies increased by \$20,000 due to moving GIS expenses from Contractual.
- **Requests Approved:** There are items in the Capital Improvement Program (CIP) projects outlined in the budget:
 - 1) 12 kv Distribution Line Reroute \$115,000
 - 2) Oil Containment for environment compliance. \$100,000
 - 3) Electrical system rebuild. \$150,000
 - 4) Short-circuit/Coordination study \$90,000
 - 5) Substation transformer emergency backup \$200,000
 - 6) Replace metal-clad switchgear in substations \$200,000
 - 7) Establish reserves for Back-up Electrical transmission and generation source \$1,500,000**Requests Approved:** Funding for a new line truck (\$240,000) that had been deferred for several years has been provided in this year's budget.
- **Level of Service Changes:** Customers should expect similar levels of service this year. Upgrades will continue to improve the system.

ENTERPRISE FUNDS -UTILITY

500-6700

UTILITY FUND - ELECTRIC

		FY 2009 Actual	FY 2010 Actual	FY 2011 Budget	FY 2011 Actual- Unaudited	FY 2012 Approved Budget
<u>Salaries & Wages</u>						
1001	Regular Salaries	1,302,557	1,303,008	1,333,404	1,295,262	1,167,705
1002	Part-time/Temporary	34,054	59,467	42,514	33,628	36,514
1003	Overtime	52,497	34,680	22,798	67,724	49,969
1004	Commissions					
	Total	1,389,108	1,397,155	1,398,716	1,396,614	1,254,188
<u>Benefits</u>						
1501	Health Insurance	157,888	157,063	180,918	157,063	146,423
1502	PERS Retirement	273,385	281,346	280,607	287,349	277,330
1503	Workers Comp	16,838	17,309	18,033	18,108	15,538
1504	Medicare	15,563	17,931	17,945	19,146	16,200
1505	Disability/Social Security	2,111	3,913	2,636	2,085	2,264
	Total	465,785	477,562	500,139	483,751	457,755
<u>Services and Supplies</u>						
2000	Maintenance	46,787	58,672	51,400	71,166	224,400
3000	Material & Supplies	356,965	207,095	273,500	179,831	354,710
4000	Travel & Training	17,372	5,444	17,900	5,873	17,900
5000	Contractual Services	5,532,131	5,624,455	8,226,158	5,753,677	7,535,000
6000	Other Operating Exp.	4,018	1,021	3,000	87	14,500
	Total	5,957,273	5,896,687	8,571,958	6,010,634	8,146,510
Total Operating Costs		7,812,166	7,771,404	10,470,813	7,890,999	9,858,453
7000	Capital Costs	0	0	168,000	53,473	170,000
8000	Other one-time Costs	0	0	0	0	240,000
	Depreciation	501,824	496,895	0	494,280	0
Total Expenditures		8,313,990	8,268,299	10,638,813	8,438,752	10,268,453

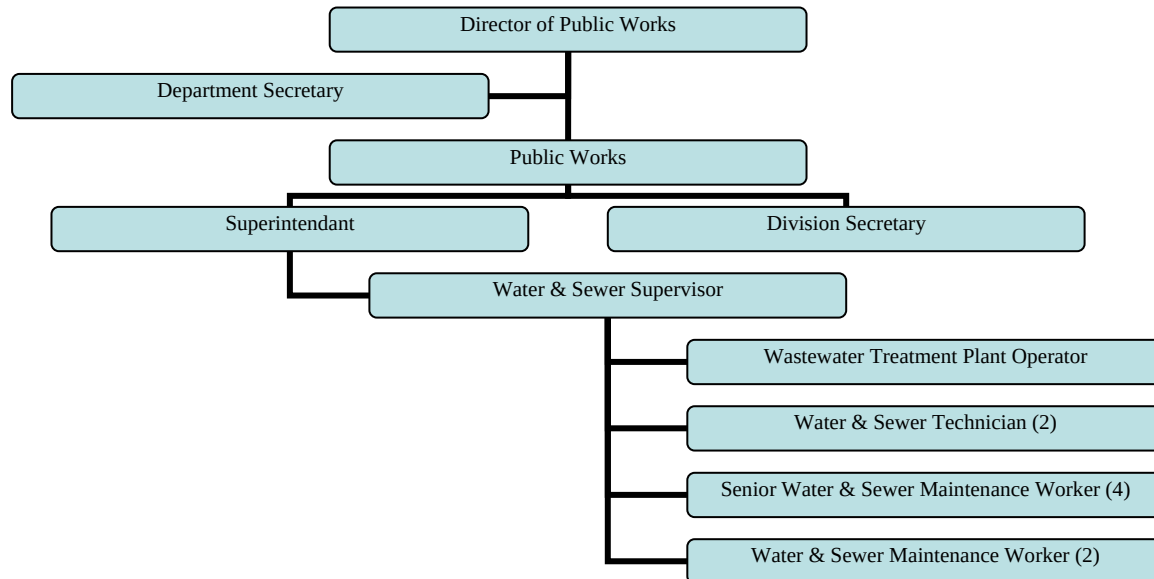
ENTERPRISE FUNDS -UTILITY

OPERATING STATISTICS AND PERFORMANCE MEASURES:

The following table presents operating statistics and performance measures compiled from established data bases and internal documents. Information for 2011 and 2012 has been estimated. This information is presented in support of the basic budget estimates. Meaningful benchmark targets are provided for comparison purposes

Performance Measures:	2009 Actual	2010 Actual	2011 Estimated	2012 Estimated
Kilowatt-hours Purchased	185,990,964	184,460,232	185,940,381	186,000,000
Ave. Revenue/Kwh Purchased	.055	.056	.057	.064
Ave.O&M Expense/Kwh (less PP costs)	0.016	0.017	0.018	0.019
Ave. Purchased Pwr. Cost/Kwh	.03	.03	.047	.04

UTILITIES-WATER



MISSION STATEMENT/ACTIVITY DESCRIPTION

Responsible for the maintenance of reservoirs, water mains, valves, meters, fire hydrants, and backflow prevention devices serving city facilities. This division routinely responds to reports of leaking water services and meters. Once repairs are made, a service request is generated for the Street Division to complete a professional sidewalk or street patch. The water system consists of 5 tanks & reservoirs, 20 pressure reducing stations, approximately 6400 water meters and services with approximately 85 miles of water main to maintain.

Sewer system maintenance includes regular rodding of sewer mains between each manhole and repairing damaged sewer mains. This division also maintains the wastewater treatment plant, including regular sampling that is sent to a laboratory. The results are then forwarded to the Nevada Division of Environmental Protection for proof of permit compliance. Effluent disposal is also a responsibility of the city, and safe compliance with the permit is strictly addressed.

This division is also responsible for utility line locations per State Law.

ENTERPRISE FUNDS -UTILITY

GOALS & STRATEGIC ISSUES

- 1 Ensure that Boulder City is in compliance with the Safe Drinking Water Act.
- 2 Provide uninterrupted, safe water service with acceptable flow, pressure and quality.
- 3 Meet emergency water demands and flows.
- 4 Provide fair and prompt utility service with the customer in mind.
- 5 Plan for the future expansion of the water system as necessary.
- 6 Ensure collection of all wastewater connected to the Boulder City Sewer System.
- 7 Ensure that all tools and equipment are ready to use 24/7.
- 8 Maintain plumbing to all city facilities.
- 9 Support the Change Leadership Team in order to achieve the goals of the city.
- 10 Treat all wastewater to a quality that meets or exceeds the limits established in the NDEP permit.
- 11 Discharge treated effluent in a manner that promotes environmental health, conservation, and satisfies the conditions of the NDEP permit.

BUDGET HIGHLIGHTS

- **Personnel Funded:** The Public Works Water & Sewer Division Budget consist of ten positions; one Water & Sewer Supervisor, one Wastewater Treatment Plant Operator, four Senior Water & Sewer Maintenance Workers, two Water & Sewer Technicians, and two Water & Sewer Maintenance Workers.
- **Personnel Not Funded:** All positions will be funded in this department.
- **Request Approved:** A new Stanley Hydraulic Power Unit, used to power many various types of hydraulic powered tools and dewatering pumps. One new diesel service truck to replace a gas vehicle with over 150,000 miles. An awning and concrete pad for proper storage of water distribution system parts and materials inventory. Proper storage of water system pipe and valves require reliable and durable protection from direct sunlight exposure. Numerous Capital Improvement Program (CIP) projects outlined in the budget vital to proper operation of the water and sewer systems of Boulder City.
- **Request Denied:**
- **Level of Service Changes:** The level of service should not change for this Division.
- **Other:** State law mandates each water purveyor to have a cross connection control program. Funding is available in the current budget to initiate this program, but for compliance, annual funding will be required in perpetuity. Travel & Training budget must be maintained to ensure employees maintain Commercial Driver's Licenses, state certifications in Water Distribution and Wastewater Treatment, training in new technologies and to obtain CEUs to maintain certifications required by the state of Nevada. Eight of the 10 members of this Division are required to maintain certifications from the Nevada Department of Environmental Protection in both Water Distribution and Wastewater Collection and Treatment

ENTERPRISE FUNDS -UTILITY

500-6800

UTILITY FUND – WATER

		FY 2009 Actual	FY 2010 Actual	FY 2011 Budget	FY 2011 Actual- Unaudited	FY 2012 Approved Budget
<u>Salaries & Wages</u>						
1001	Regular Salaries	481,105	471,841	440,438	421,289	444,671
1002	Part-time/Temporary	0	0	0	0	0
1003	Overtime	28,620	25,694	42,000	28,482	42,000
1004	Commissions					
	Total	509,725	497,535	482,438	449,771	486,671
<u>Benefits</u>						
1501	Health Insurance	87,416	81,104	71,254	67,173	74,544
1502	PERS Retirement	101,310	103,884	94,364	93,714	104,362
1503	Workers Comp	9,529	6,823	8,012	7,680	7,913
1504	Medicare	7,417	7,259	5,584	6,564	6,184
1505	Disability/Social Security	0	0	0	0	0
	Total	205,672	199,070	179,214	175,131	193,003
<u>Services and Supplies</u>						
2000	Maintenance	53,374	50,386	80,000	38,087	80,000
3000	Material & Supplies	96,424	124,066	210,000	169,603	210,000
4000	Travel & Training	4,097	1,275	3,240	1,008	3,240
5000	Contractual Services	2,980,041	2,895,930	3,810,000	3,084,378	3,927,500
6000	Other Operating Exp.	1,019	1,053	1,000	233	1,000
	Total	3,134,955	3,072,710	4,104,240	3,293,309	4,221,740
Total Operating Costs		3,850,352	3,769,315	4,765,892	3,918,211	4,901,414
7000	Capital Costs	0	0	353,500	25,280	17,500
8000	Other one-time Costs	0	0	0	0	7,000
	Depreciation	1,853,190	1,836,524	0	1,867,038	0
Total Expenditures		5,703,542	5,605,839	5,119,392	5,810,529	4,925,914

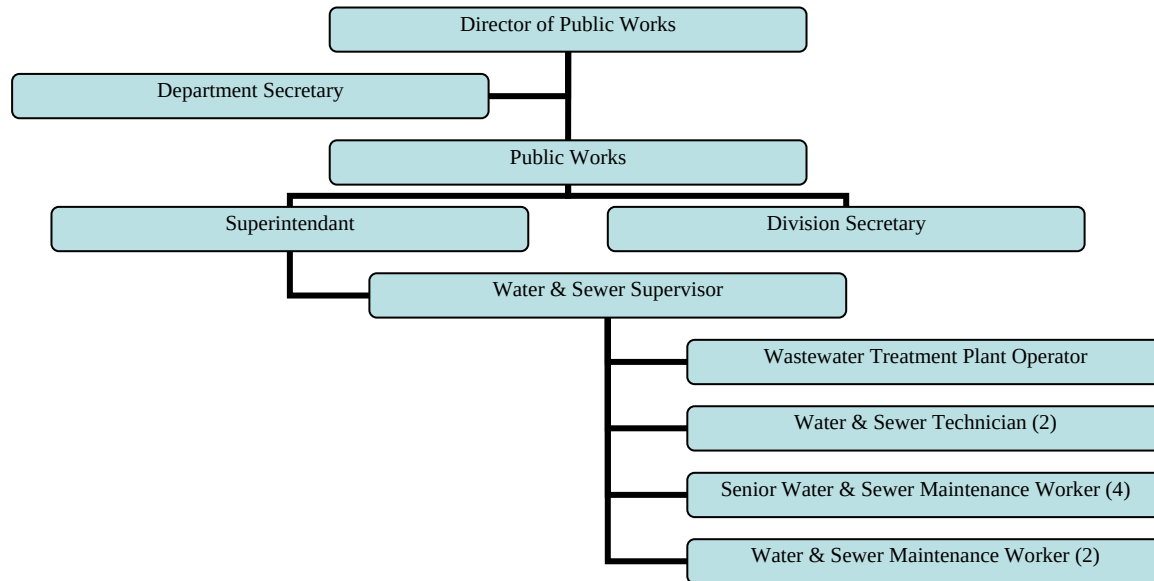
ENTERPRISE FUNDS -UTILITY

OPERATING STATISTICS AND PERFORMANCE MEASURES:

The following table presents operating statistics and performance measures compiled from established data bases and internal documents. Information for 2011 and 2012 has been estimated. This information is presented in support of the basic budget estimates. Meaningful benchmark targets are provided for comparison purposes

<u>Performance Measures:</u>	2009 Actual	2010 Actual	2011 Estimated	2012 Estimated
Water Meter Repair	720	740	790	795
Water services repaired	120	130	150	140
Acre feet of water distributed	12489	12914	12616	12816
Line Locations	1300	1400	1440	1400

UTILITIES-WASTEWATER



MISSION STATEMENT/ACTIVITY DESCRIPTION

Responsible for the maintenance of reservoirs, water mains, valves, meters, fire hydrants, and backflow prevention devices serving city facilities. This division routinely responds to reports of leaking water services and meters. Once repairs are made, a service request is generated for the Street Division to complete a professional sidewalk or street patch. The water system consists of 5 tanks & reservoirs, 20 pressure reducing stations, approximately 6400 water meters and services with approximately 85 miles of water main to maintain.

Sewer system maintenance includes regular rodding of sewer mains between each manhole and repairing damaged sewer mains. This division also maintains the wastewater treatment plant, including regular sampling that is sent to a laboratory. The results are then forwarded to the Nevada Division of Environmental Protection for proof of permit compliance. Effluent disposal is also a responsibility of the city, and safe compliance with the permit is strictly addressed.

ENTERPRISE FUNDS -UTILITY

GOALS & STRATEGIC ISSUES

- 1 Ensure that Boulder City is in compliance with the Safe Drinking Water Act.
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- 3 Meet emergency water demands and flows.
- 4 Provide fair and prompt utility service with the customer in mind.
- 5 Plan for the future expansion of the water system as necessary.
- 6 Ensure collection of all wastewater connected to the Boulder City Sewer System.
- 7 Ensure that all tools and equipment are ready to use 24/7.
- 8 Maintain plumbing to all city facilities.
- 9 Support the Change Leadership Team in order to achieve the goals of the city.
- 10 Treat all wastewater to a quality that meets or exceeds the limits established in the NDEP permit.
- 11 Discharge treated effluent in a manner that promotes environmental health, conservation, and satisfies the conditions of the NDEP permit.

BUDGET HIGHLIGHTS

- **Personnel Funded:** The Public Works Water & Sewer Division Budget consist of ten positions; one Water & Sewer Supervisor, one Wastewater Treatment Plant Operator, four Senior Water & Sewer Maintenance Workers, two Water & Sewer Technicians, and two Water & Sewer Maintenance Workers.
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- **Request Approved:** A new Stanley Hydraulic Power Unit, used to power many various types of hydraulic powered tools and dewatering pumps. One new diesel service truck to replace a gas vehicle with over 150,000 miles. An awning and concrete pad for proper storage of water distribution system parts and materials inventory. Proper storage of water system pipe and valves require reliable and durable protection from direct sunlight exposure. Numerous Capital Improvement Program (CIP) projects outlined in the budget vital to proper operation of the water and sewer systems of Boulder City.
- **Request Denied:**
- **Level of Service Changes:** The level of service should not change for this Division.
- **Other:** State law mandates each water purveyor to have a cross connection control program. Funding is available in the current budget to initiate this program, but for compliance, annual funding will be required in perpetuity. Travel & Training budget must be maintained to ensure employees maintain Commercial Driver's Licenses, state certifications in Water Distribution and Wastewater Treatment, training in new technologies and to obtain CEUs to maintain certifications required by the state of Nevada. Eight of the 10 members of this Division are required to maintain certifications from the Nevada Department of Environmental Protection in both Water Distribution and Wastewater Collection and Treatment

ENTERPRISE FUNDS -UTILITY

500-6850

UTILITY FUND - WASTEWATER

		FY 2009 Actual	FY 2010 Actual	FY 2011 Budget	FY 2011 Actual- Unaudited	FY 2012 Approved Budget
<u>Salaries & Wages</u>						
1001	Regular Salaries	70,395	108,143	235,188	220,240	236,101
1002	Part-time/Temporary	0	0	0	0	0
1003	Overtime	4,405	7,294	22,000	15,336	22,000
1004	Commissions					
	Total	74,800	115,437	257,188	235,576	258,101
<u>Benefits</u>						
1501	Health Insurance	11,068	17,392	40,876	35,761	39,932
1502	PERS Retirement	14,962	23,934	50,632	49,442	55,401
1503	Workers Comp	1,083	2,035	4,296	4,088	4,243
1504	Medicare	1,085	1,632	2,836	3,445	3,140
1505	Disability/Social Security					
	Total	28,198	44,993	98,640	92,736	102,716
<u>Services and Supplies</u>						
2000	Maintenance	24,674	24,525	20,500	17,111	28,000
3000	Material & Supplies	71,519	41,951	80,000	58,715	80,000
4000	Travel & Training	1,604	210	3,600	310	3,600
5000	Contractual Services	72,607	100,815	150,000	106,609	157,800
6000	Other Operating Exp.	99	237	500	0	500
	Total	170,503	167,738	254,600	182,745	269,900
Total Operating Costs		273,501	328,168	610,428	511,057	630,717
7000	Capital Costs	0	0	158,500	1,140	17,500
8000	Other one-time Costs	0	0	0	0	7,000
Total Expenditures		273,501	328,168	768,928	512,197	655,217

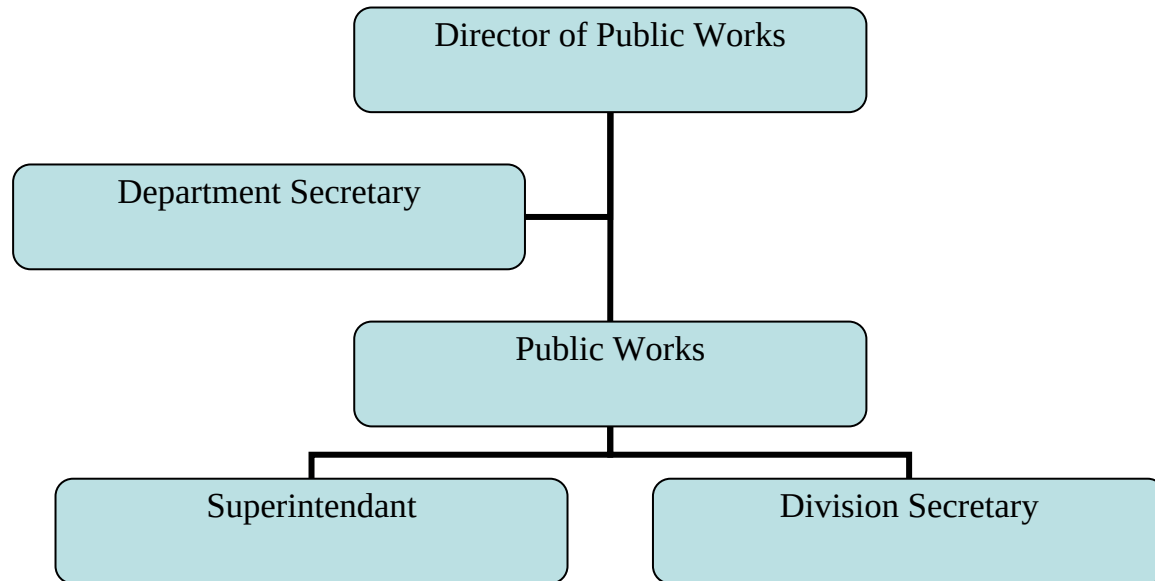
ENTERPRISE FUNDS -UTILITY

OPERATING STATISTICS AND PERFORMANCE MEASURES:

The following table presents operating statistics and performance measures compiled from established data bases and internal documents. Information for 2011 and 2012 has been estimated. This information is presented in support of the basic budget estimates. Meaningful benchmark targets are provided for comparison purposes

<u>Performance Measures:</u>	2009 Actual	2010 Actual	2011 Estimated	2012 Estimated
Feet of sewer cleaned	110,000	114,000	115,000	115,000
Line Locations (Call before you dig)	1,300	1,400	1,440	1,440
Acre ft of wastewater treated	1,500	1,600	1,600	1,600

UTILITIES-ADMINISTRATION



MISSION STATEMENT/ACTIVITY DESCRIPTION

The Public Works Department manages all aspects of the Capital Improvement Program (CIP) for the City of Boulder City and provides development services for all private construction projects. This effort is completed through the Engineering Division of Public Works. Public Works maintains top- quality parks, streets, flood control facilities, buildings, water distribution, sewer collection and treatment facilities. This maintenance effort is completed through four divisions as follows: Building Maintenance, Streets, Landscape, and Water/Sewer. In addition, Public Works Administration is responsible for managing numerous other City items, including the municipal cemetery, refuse collection and disposal, and many of the City's agreements with local business operations such as gravel pits and power plants. The Public Works Department professionally represents Boulder City in technical meetings at the Southern Nevada Water Authority (SNWA), Regional Transportation Commission (RTC), and Flood Control District (FCD).

ENTERPRISE FUNDS -UTILITY

GOALS & STRATEGIC ISSUES

- Manage consultant contracts to advertise CIP projects on schedule and with good plans.
- Manage the construction of CIP projects to achieve completion on schedule and within budget.
- Work with the Nevada Department of Transportation (NDOT) to insure the Boulder City Bypass & Improvements to US 93 progress as quickly as possible
- Work with SNWA to provide consistent water delivery to Boulder City at the most economical rates and within the State permit
- Provide the citizens of Boulder City and City employees with the best parks, safe streets, and safe buildings, water and sewer services.
- Present the City Manager with upcoming Public Works challenges in sufficient time to properly plan for the design and implementation of agreements and quality projects
- Support the Change Leadership Team to achieve the goals of the City
- Establish professional development procedures & fees similar to the other entities in Clark County
- Create an electronic Global Information System (GIS) database for the Boulder City Municipal Cemetery and update the policy and procedures manual for the cemetery.

BUDGET HIGHLIGHTS

- Travel and training budget remains at \$1,040. Travel required for projects will have to be funded by specific projects or be foregone.
- The projected budget requests a part-time GIS intern to perform water and sewer mapping. The positions in this Division are completely funded by the Utility Fund.

ENTERPRISE FUNDS -UTILITY

500-6400

UTILITY FUND - ADMINISTRATION

		FY 2009 Actual	FY 2010 Actual	FY 2011 Budget	FY 2011 Actual- Unaudited	FY 2012 Approved Budget
<u>Salaries & Wages</u>						
1001	Regular Salaries	54,050	55,086	53,903	54,272	53,903
1002	Part-time/Temporary	1,438	0	0	0	15,600
1003	Overtime	456	0	2,600	19	2,600
1004	Commissions					
	Total	55,944	55,086	56,503	54,291	72,103
<u>Benefits</u>						
1501	Health Insurance	10,541	10,648	10,647	10,648	10,649
1502	PERS Retirement	10,807	11,539	11,589	11,594	12,802
1503	Workers Comp	1,111	899	1,145	1,208	1,626
1504	Medicare	807	794	782	782	1,008
1505	Disability/Social Security	89	0	0	0	967
	Total	23,355	23,880	24,163	24,232	27,052
<u>Services and Supplies</u>						
2000	Maintenance	276	705	3,800	0	3,800
3000	Material & Supplies	396	69	1,800	637	2,300
4000	Travel & Training	0	0	1,040	0	1,000
5000	Contractual Services	3,093	2,971	4,600	2,667	0
6000	Other Operating Exp.	0	0	500	0	500
	Total	3,765	3,745	11,740	3,304	7,600
Total Operating Costs		83,064	82,711	92,406	81,827	106,755
7000	Capital Costs	0	0	0	0	0
8000	Depreciation	735	735	0	0	0
Total Expenditures		83,799	83,446	92,406	81,827	106,755

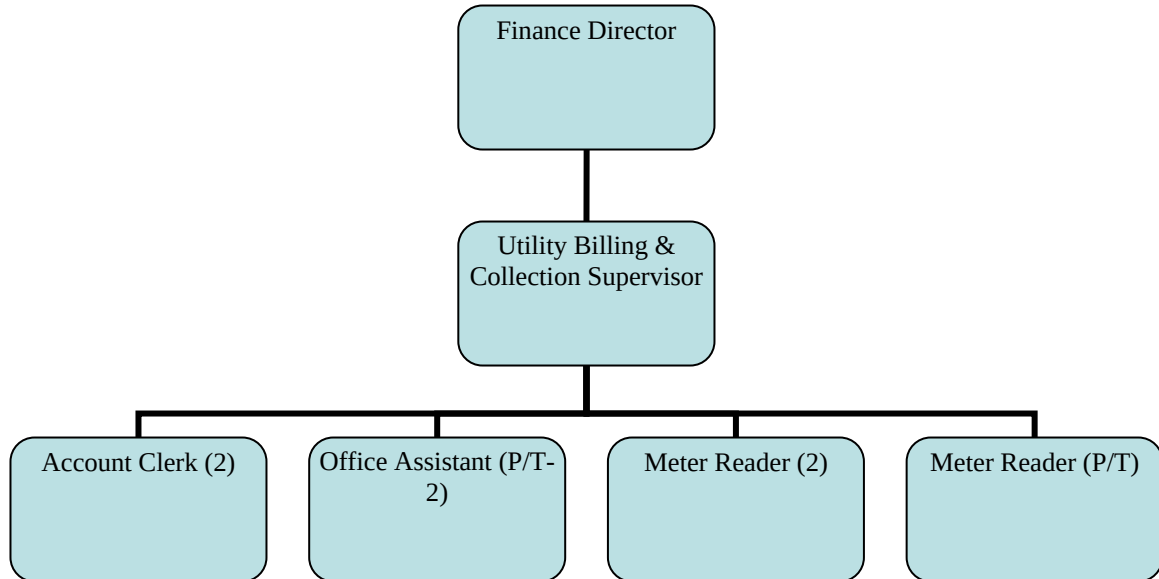
ENTERPRISE FUNDS -UTILITY

OPERATING STATISTICS AND PERFORMANCE MEASURES:

The following table presents operating statistics and performance measures compiled from established data bases and internal documents. Information for 2011 and 2012 has been estimated. This information is presented in support of the basic budget estimates. Meaningful benchmark targets are provided for comparison purposes

<u>Performance Measures:</u>	2009 Actual	2010 Actual	2011 Estimated	2012 Estimated
Work Orders entered or completed	5100	4982	4800	4700
Invoice/purchase orders processed weekly	50	55	57	58
Meter input weekly	30	30	30	30
Daily payroll entries, # of employees	39	45	45	47

UTILITIES-BILLING & COLLECTION



MISSION STATEMENT/ACTIVITY DESCRIPTION.

The Utility Billing and Collections Department is responsible for the billing and collection of the City's utility services. The Department generates over 95,000 utility bills and serves as the primary collection point for all City revenues of more than \$42 million annually. These revenues are utility services, sales of animal tags, business licenses, liquor licenses, funds from other City departments and other miscellaneous cash.

GOALS & STRATEGIC ISSUES.

- Provide exceptional customer service while protecting the assets of the City.
- Provide cross-training for all department personnel.
- Enhance staff customer relations skills through education and communication.

ENTERPRISE FUNDS -UTILITY

BUDGET HIGHLIGHTS.

- Travel and training costs are budgeted at same level as FY 2011
- Contractual services costs remain the same as the last fiscal year.
- There were no requests for additional funds in the recommended budget.

500-8000

UTILITY FUND - BILLING AND COLLECTION

		FY 2009 Actual	FY 2010 Actual	FY 2011 Budget	FY 2011 Actual- Unaudited	FY 2012 Approved Budget
<u>Salaries & Wages</u>						
1001	Regular Salaries	274,422	300,301	294,186	297,885	295,683
1002	Part-time/Temporary	85,290	87,865	73,340	97,486	86,068
1003	Overtime	35,734	22,310	13,847	21,668	20,000
1004	Commissions					
	Total	395,446	410,476	381,373	417,039	401,751
<u>Benefits</u>						
1501	Health Insurance	49,482	53,242	53,235	53,242	53,245
1502	PERS Retirement	73,680	81,275	79,018	84,393	85,994
1503	Workers Comp	7,897	7,098	9,160	9,084	9,040
1504	Medicare	5,714	5,901	5,330	6,021	5,353
1505	Disability/Social Security	0	247	0	91	0
	Total	136,773	147,763	146,743	152,831	153,632
<u>Services and Supplies</u>						
2000	Maintenance	3,768	7,172	7,850	6,960	7,850
3000	Material & Supplies	48,300	53,276	58,600	65,184	58,600
4000	Travel & Training	243	240	3,200	263	3,200
5000	Contractual Services	60,429	51,129	70,550	57,109	70,550
6000	Other Operating Exp.	7	205	500	96	500
	Total	112,747	112,022	140,700	129,612	140,700
Total Operating Costs		644,966	670,261	668,816	699,482	696,083
7000	Capital Costs	0	-40,034	0	7,310	0
8000	Other one-time Costs	0	217,034	0	-87,231	0
	Depreciation	13,864	15,734	0	16,369	0
Total Expenditures		658,830	862,995	668,816	635,930	696,083

ENTERPRISE FUNDS -UTILITY

OPERATING STATISTICS AND PERFORMANCE MEASURES:

The following table presents operating statistics and performance measures compiled from established data bases and internal documents. Information for 2011 and 2012 has been estimated. This information is presented in support of the basic budget estimates. Meaningful benchmark targets are provided for comparison purposes

<u>Performance Measures:</u>	2009 Actual	2010 Actual	2011 Estimated	2012 Estimated
# Bills Sent	93309	94183	95255	95201
Reminders/Shut Off Notices Sent (#)	16466/5208	15987/5198	15996/5296	15896/6230
Payments Processed (#)	103301	102741	102884	103980
Business/Liquor Licenses issued (#)	346/22	368/24	378/26	405/28
Penalties Applied (\$)	113803	113641	130650	135885
Liens filed (\$)	6/886	7/950	7/874	10/3098

ENTERPRISE FUNDS - OTHER

Aviation Fund Revenues

Building and Ground Leases – Revenues received for the rental of hangars at the airport. (27%)

Tiedowns – Revenues received for tiedown fees from airplanes located at the Boulder City airport. (2%)

Fuel Sales – The City receives a small commission on all fuel sales completed at the airport. (3%)

Fuel Taxes – Revenues received from fuel sales taxes from airplanes fueling at the airport. (3%)

FAA Grant – A grant for expansion of security fencing projects. (65%)

Aviation Fund Expenses

Airport Operations – Expenditures for the daily operation of the airport. (26%)

Capital Outlays – Expenditures for major capital projects and renovations. (74.%)

Cemetery Fund Revenues

Sale of Lots – Charges for lots located in the cemetery. (28%)

Other – Charges for ongoing care of the landscaping and overall cemetery property. (55%)

Interest Income – Interest earned on the investment of the fund's idle cash balance. (17%)

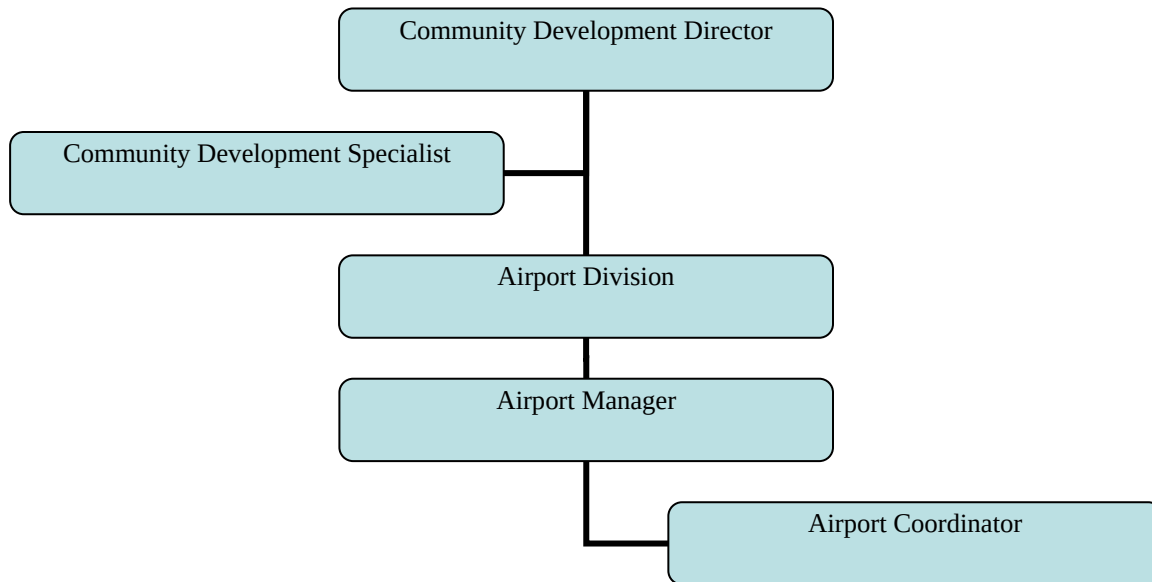
Cemetery Fund Expenses

Cemetery Operations – Expenditures to keep cemetery operations and landscaping looking nice. (100%)

ENTERPRISE FUNDS - AVIATION

AVIATION FUND			
		ACTUAL	FINAL
<u>PROPRIETARY FUND</u>	ACTUAL	UNAUDITED	BUDGET
	FY 10	FY 11	FY 12
OPERATING REVENUE			
Rents and Royalties	\$ 404,704	\$ 424,179	\$ 540,930
Miscellaneous	5,847	0	0
Total Operating Revenue	410,551	424,179	540,930
OPERATING EXPENSE			
Airport Operations			
Salaries and Wages	218,400	216,422	224,667
Supplies and Services	67,794	95,450	151,358
Depreciation/Amortization	361,507		
Total Operating Expense	647,701	311,872	376,025
Operating Income or (Loss)	(237,150)	112,307	164,905
NONOPERATING REVENUES			
Interest Earned	-	-	-
FAA Grant	1,924,703	1,000,000	1,000,000
Total Nonoperating Revenues	1,924,703	1,000,000	1,000,000
NONOPERATING EXPENSES			
Capital Outlays	-	1,085,000	1,050,000
Loss on Disposition of Assets			
Total Nonoperating Expenses	-	1,085,000	1,050,000
Net Income before			
Operating Transfers	1,687,553	27,307	114,905
Operating Transfers			
In	-		
Out	-	-	-
Net Operating Transfers	-	-	-
NET INCOME	\$ 1,687,553	\$ 27,307	\$ 114,905

AVIATION



MISSION STATEMENT/ACTIVITY DESCRIPTION

The Airport Division is responsible for the safe operation of the City's Municipal Airport. This includes daily inspections of all airport surfaces and electronic navigation aids, enforcement of the Airport's Rules and Regulations, monitoring of all airport tenants to ensure a safe operation and legal occupancy, and frequent communication with the commercial tour operators to ensure that the voluntary "Fly Quiet" program is a high priority. Airport management is responsible to ensure that the Airport is in compliance with applicable Federal laws and regulations that pertain to aviation, and to communicate frequently with the Airport District Office assigned to Boulder City.

The Airport ranked 149th out of 2,000 airports for passenger enplanements, all due to the Air Tour operators ferrying passengers to and from the Grand Canyon. During 2009-10, the Airport was able to secure a total of \$2.7M in Federal Grants (including Stimulus money) for the rehabilitation of the main runway and safety improvements. For 2010-11, the Airport will be updating the Airport Layout Plan (an element of the Airport Master Plan), as well as design work for the north/south runway rehabilitation, design work for energy-efficient LED taxiway edge lighting, and other safety-related design work.

GOALS & STRATEGIC ISSUES

- Seek to improve communication with general aviation tenants and improve the level of trust between tenants and airport management
- Seek and actively compete for federal grants to improve the level of safety at the airport
- Actively promote pilot safety through a tenant-based safety group
- Be "GREEN" and promote sustainability and efficient use of limited resources
- Reduce the number of missed revenue opportunities
- Seek new revenue opportunities to further the airport's self-sufficiency

ENTERPRISE FUNDS - AVIATION

BUDGET HIGHLIGHTS

- Budget includes two Full Time Employees and partial funding of the Department Head salary
- Budget includes FAA Grant Revenue under the Airport Capital Improvement Program for runway safety improvements in the amount of \$1. Million
- Budget includes the continue on-call services of an Aviation Engineering Consultant to ensure compliance with applicable federal laws and to seek additional FAA funding for eligible projects
- The Airport Fund is self-sufficient and does not require assistance from the City's General Fund for operations or activities

OPERATING STATISTICS AND PERFORMANCE MEASURES:

The following table presents operating statistics and performance measures compiled from established data bases and internal documents. Information for 2011 and 2012 has been estimated. This information is presented in support of the basic budget estimates. Meaningful benchmark targets are provided for comparison purposes

<u>Performance Measures:</u>	2009 Actual	2010 Actual	2011 Estimated	2012 Estimated
Take-off's & Landings	19650	20850	24200	24200
Available Hangars	140	140	140	140
Airport Committee Meeting				
Agenda Items	50	50	50	50

ENTERPRISE FUNDS - AVIATION

	AVIATION FUND				
	FY 2009	FY 2010	FY 2011	FY 2011	FY 2012
	Actual	Actual	Budget	Actual- Unaudited	Approved Budget
Revenues					
Intergovernmental Revenue-FAA	1,095,006	1,924,703	1,000,000	320,729	1,000,000
Miscellaneous	6,881	5,844	4,500	8,224	4,500
Airport Build Lease	67,636	63,319	-	73,263	45,000
Airport Tiedowns	35,895	26,358	30,400	24,795	24,600
Airport Fuel Sales	71,333	62,727	60,000	54,810	50,000
Airport Landing Fees	19,100	11,000	8,000	-	3,000
Airport Ground Lease	234,925	241,300	321,279	354,074	413,830
Total Fund Revenue	1,530,776	2,335,251	1,424,179	835,895	1,540,930
Airport Expenditures					
Salaries & Wages	57,086	156,599	155,493	156,372	159,328
Overtime	-	2,174	-	2,056	-
Employee Benefits	103,283	59,628	60,929	60,112	65,339
Maintenance	6,960	4,246	4,500	10,771	14,000
Material & Supplies	35,528	31,484	27,450	19,281	20,450
Travel & Training	11,409	4,178	6,000	6,482	6,000
Contractual Services	59,703	25,365	57,500	140,621	43,400
Other Operating Exp.	7,224	2,521	-	3,180	22,508
Capital Costs	-	-	1,085,000	7,284	1,050,000
Other/New Requests	-	-	-	-	45,000
Depreciation	308,730	361,507	-	372,426	-
Total Airport Expenditures	589,923	647,702	1,396,872	778,585	1,426,025
 Fund Balance Increase (Decrease)	 940,853	 1,687,553	 27,307	 420,798	 114,905
Fund Balance					
Add: Beginning Fund Balance	6,519,632	7,460,485	9,148,038		9,175,345
Ending Fund Balance	7,460,485	9,148,038	9,175,345		9,290,250

ENTERPRISE FUNDS - CEMETERY

CEMETERY FUND SUMMARY			
		Actual	Final
<u>PROPRIETARY FUND</u>	Actual	Unaudited	Budget
	FY 10	FY 11	FY 12
OPERATING REVENUE			
Sale of Lots	\$ 36,045	\$ 34,000	\$ 34,000
Opening & Closing	31,250	25,000	30,000
Other Revenue	12,081	12,000	12,000
Total Operating Revenue	79,376	71,000	76,000
OPERATING EXPENSE			
Maintenance and Supplies	48,801	37,822	67,822
Utility Expense		0	34,500
Depreciation/Amortization	19,428	-	-
Total Operating Expense	68,229	37,822	102,822
Operating Income or (Loss)	11,147	33,178	(26,322)
NONOPERATING REVENUES			
Interest Earned	7,682	15,000	10,000
Total Nonoperating Revenues	7,682	15,000	10,000
NONOPERATING EXPENSES			
Loss on Disposition	-	-	-
Capital Outlay			
Total Nonoperating Expenses	-	-	-
Net Income before			
Operating Transfers	18,829	48,178	(16,322)
Operating Transfers			
In			
Out	(46,000)	(46,000)	(46,000)
Net Operating Transfers	(46,000)	(46,000)	(46,000)
NET INCOME	\$ (27,171)	\$ 2,178	\$ (62,322)

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OTHER FUNDS

CAPITAL IMPROVEMENT FUND

	Actual FY 10	Actual Unaudited FY 11	Final Budget FY 12
REVENUES:			
Interest Earnings	\$ 13,359	\$ 40,000	\$ 40,000
Leases	737,675	1,166,881	1,518,581
Land Sales			-
Other	60,261	-	-
Beginning Fund Balance	811,295	1,206,881	1,558,581
TOTAL RESOURCES:	\$1,141,261	\$1,952,556	\$3,159,437
EXPENDITURES:			
Voter approved Fire Truck	\$0	\$0	\$0
Operating Transfers Out	0	0	500,000
Ending Fund Balance	1,952,556	3,159,437	4,218,018
TOTAL COMMITMENTS AND FUND BALANCE:	\$1,952,556	\$3,159,437	\$4,718,018

LAND IMPROVEMENT FUND

	Actual FY 10	Actual Unaudited FY 11	Final Budget FY 12
REVENUES:			
Miscellaneous	\$ -	\$ -	\$ -
Land Sales			10,000
Operating Transfers In			
Beginning Fund Balance	7,912	7,912	7,912
TOTAL RESOURCES:	\$7,912	\$7,912	\$7,912
EXPENDITURES:			
Land Sale Expenditure	\$	\$ -	\$ 10,000
Maintenance and Supplies	-	-	-
Operating Transfer Out	-		-
Ending Fund Balance	7,912	7,912	7,912
TOTAL COMMITMENTS AND FUND BALANCE:	\$7,912	\$7,912	\$17,912

OTHER FUNDS

REDEVELOPMENT AUTHORITY

	Actual FY 10	Actual Unaudited FY 11	Final Budget FY 12
REVENUES:			
Property Tax	\$ 1,148,871	\$ 1,229,000	\$ 1,229,000
Interest Earnings	2,813	15,000	15,000
Miscellaneous	113	-	-
Beginning Fund Balance	2,536,845	3,095,363	2,579,050
TOTAL RESOURCES:	\$3,688,642	\$4,339,363	\$3,823,050
EXPENDITURES:			
Redevelopment Projects	\$ 593,279	\$ 0	\$ 0
Operating Expenses	-	379,000	83,090
Capital items	-	581,313	284,406
Operating Transfers Out	0	800,000	750,000
Ending Fund Balance	3,095,363	2,579,050	2,705,554
TOTAL COMMITMENTS AND FUND BALANCE:	\$3,688,642	\$4,339,363	\$3,823,050

GOLF COURSE IMPROVEMENT

	Actual FY 10	Actual Unaudited FY 11	Final Budget FY 12
REVENUES:			
Golf Course (surcharge)	\$ 77,783	\$ 100,000	\$ 100,000
Beginning Fund Balance	-	77,783	102,783
TOTAL RESOURCES:	\$ 77,783	\$ 177,783	\$ 202,783
EXPENDITURES:			
Golf Course Improvements	\$ -	\$ 75,000	\$ -
Operating Transfer Out	-	-	100,000
Ending Fund Balance	77,783	102,783	102,783
TOTAL COMMITMENTS AND FUND BALANCE:	\$77,783	\$ 177,783	\$202,783

OTHER FUNDS

RESIDENTIAL CONSTRUCTION TAX

	Actual FY 10	Actual Unaudited FY 11	Final Budget FY 12
REVENUES:			
Residential Construction Tax	\$ 11,000	\$15,000	\$15,000
Beginning Fund Balance	160,294	156,294	21,294
TOTAL RESOURCES:	\$171,294	\$171,294	\$36,294
EXPENDITURES:			
Service and Supplies	\$ -	\$ -	\$ -
Operating Transfers Out	15,000	150,000	15,000
Ending Fund Balance	156,294	21,294	21,294
TOTAL COMMITMENTS AND FUND BALANCE:	\$171,294	\$171,294	\$36,294

POLICE FORFEITURE FUND

	Actual FY 10	Actual Unaudited FY 11	Final Budget FY 12
REVENUES:			
Miscellaneous	\$ -	\$	\$ -
Beginning Fund Balance	3,206	2,722	2,722
TOTAL RESOURCES:	\$ 3,206	\$2,722	\$2,722
EXPENDITURES:			
Public Safety Expense	\$ 484	\$	\$ 2,722
Operating Transfers Out	-	-	-
Ending Fund Balance	2,722	2,722	-
TOTAL COMMITMENTS AND FUND BALANCE:	\$ 3,206	\$2,722	\$2,722

OTHER FUNDS

MUNICIPAL COURT CONSTRUCTION

	Actual FY 10	Actual Unaudited FY 11	Final Budget FY 12
REVENUES:			
Fines and Forfeits - Other	\$ 56,870	\$ 55,000	\$ 55,000
Beginning Fund Balance	384,243	397,867	205,867
TOTAL RESOURCES:	\$441,113	\$452,867	\$260,867
EXPENDITURES:			
Judicial	\$43,246	\$ 34,000	\$ 34,000
Operating Transfers Out	-	-	-
Ending Fund Balance	397,867	205,867	26,867
TOTAL COMMITMENTS AND FUND BALANCE:	\$441,113	\$452,867	\$260,867

MUNICIPAL COURT ADMINISTRATION ASSESSMENT FUND

	Actual FY 10	Actual Unaudited FY 11	Final Budget FY 12
REVENUES:			
Fines and Forfeiture	\$ 74,862	\$ 60,000	\$ 60,000
Beginning Fund Balance	315,496	377,352	319,444
TOTAL RESOURCES:	\$390,358	\$437,352	\$379,444
EXPENDITURES:			
Judicial	\$ 13,006	\$ 97,908	\$ 97,908
Capital Outlay	-	20,000	20,000
Ending Fund Balance	377,352	319,444	261,536
TOTAL COMMITMENTS AND FUND BALANCE:	\$390,358	\$437,352	\$379,444

OTHER FUNDS

URBAN FORESTRY FUND

	Actual FY 10	Actual Unaudited FY 11	Final Budget FY 12
REVENUES:			
Miscellaneous	\$ -	\$ -	\$ -
Beginning Fund Balance	41,242	41,242	-
TOTAL RESOURCES:	\$41,242	\$41,242	\$ -
EXPENDITURES:			
Highways and Streets	-	-	-
Residential Urban Forestry	-	41,242	-
Operating Transfers Out	-	-	-
Ending Fund Balance	41,242	-	-
TOTAL COMMITMENTS AND FUND BALANCE:	\$41,242	\$41,242	\$ -

POLICE ¼ CENT SALES TAX

	Actual FY 10	Actual Unaudited FY 11	Final Budget FY 12
REVENUES:			
Sales Tax	\$ 570,253	\$ 600,000	\$575,000
Beginning Fund Balance	409,695	196,790	66,274
TOTAL RESOURCES:	\$ 979,948	\$796,790	\$641,274
EXPENDITURES:			
Public Safety	783,158	730,516	641,274
Operating Transfers Out	-	-	-
Ending Fund Balance	196,790	66,274	-
TOTAL COMMITMENTS AND FUND BALANCE:	\$ 979,948	\$796,790	\$641,274

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SUPPLEMENTAL INFORMATION

Population

An analysis of past growth trends indicates that Clark County and the State of Nevada have historically experienced much higher growth rates than Boulder City. Over the past decade, from 2000 to the year 2010, Boulder City's population increased by just 1 percent, an annual growth rate of 0.08 percent. Over the past 30 years, Boulder City's growth rate has been declining (from a 2.7% annual rate in the 1980's to a 0.08% rate during the 2000's). This is primarily due to the fact that the City owns the vast majority of the vacant land within its boundaries. Other influencing factors are a growth control ordinance adopted by the City's voters in 1979, and a charter amendment adopted in 1997 that prohibits the sale of most City land over an acre without prior approval of the voters.

Boulder City Population Trend

Year	Population	Increase	Total %	Annual %
			Increase	Increase
1980	9,590	-	-	-
1990	12,567	2,977	31%	2.70%
2000	14,966	2,399	19%	1.76%
2010	15,329	363	0.4%	0.08%

The following table presents the population by age distribution for Boulder City for the period from 1980 to 2000. There have been steady declines in the first three age groups (under 5, 5-19, and 20-44), and steady increases in the last two age groups (45-64 and 65+). With more than half of the population falling within the last two age groups (45-64 and 65+) in 2000, the trend seems to be pointing toward the development of a more mature population in Boulder City.

Age Group	1980		1990		2000		2010	
	Number	%	Number	%	Number	%	Number	%
Under 5	524	5%	566	5%	561	4%	625	4%
5-19	2,248	23%	2,512	20%	2,764	19%	2,475	16%
20-44	2,786	29%	3,429	27%	3,683	25%	3,284	22%
45-64	2,448	26%	3,264	26%	4,398	29%	4,847	32%
65+	1,584	17%	2,796	22%	3,560	24%	4,098	25%
Total	9,590	100%	12,567	100%	14,966	100%	15,329	100%

SUPPLEMENTAL INFORMATION

Boulder City Housing

The statistics below show there has been little change in the housing stock mixture over the past ten years in Boulder City. The highest percentage and majority of housing units in both 2000 and 2010 are of the 1-unit, detached/attached type.

Boulder City Housing Unit Type and Age

	1990		2000		2010	
Total Housing Units	5,390		6,979		5,486	
Units in Structure	Number	%	Number	%	Number	%
1-unit, detached/attached	3,337	61.9	4,541	65.1	3,917	71.4
2 to 4 units	435	8	577	8.2	464	8.5
5 to 9 units	185	3.4	255	3.7	410	7.5
10 to 19 units	108	2	108	1.5	57	1.1
20 or more units	83	1.5	153	2.2	127	2.3
Mobile Home	1,157	21.5	1,274	18.3	511	9.3
Boat, RV, van, etc.	84	1.5	71	1	0	0
Year Structure Built						
2000 to 2010					422	7.7
1990 to 1999	-	-			837	15.3
1970 to 1989	-	-			2,707	49.3
1940 to 1969	-	-			1,054	19.2
1939 or earlier	-	-			466	8.5

SUPPLEMENTAL INFORMATION

Housing Values

Over the past ten years the value of housing has steadily increased in Boulder City. With nearly 88% of the total in the year 2010, a significant increase has occurred in the percentage of housing units in Boulder City valued at greater than \$150,000.

Boulder City Housing Values

	1990		2000		2010	
	Number	%	Number	%	Number	%
Specified Owner-occupied Housing Units	2,612	100	3,549	100	3,452	100
Less than \$50,000	38	1.5	6	0.2	160	4.6
\$50,000 to \$99,999	765	29	201	5.7	106	3.1
\$100,000 to \$149,999	1,072	41	887	25	162	4.7
\$150,000 to \$199,999	381	15	1,264	35.6	166	4.8
\$200,000 to \$299,999	207	7.9	597	16.8	796	23.1
\$300,000 to \$499,000*	149	5.7	432	12.2	1,362	39.5
\$500,000 or more	-	-	162	4.6	700	20.3
Median (dollars)	\$120,800		\$172,500		\$333,900	

*Note: Highest value bracket from 1990 was \$300,000 or more

Household Characteristics

Boulder City's household size has been increased from 2.32 persons per household in 2000 to 3.06 persons per household in 2010. This trend is consistent with population trends provided that indicate Boulder City is shifting towards a more mature population.

Boulder City Household Size and Median Income

	1980	1990	2000	2010
Total Population in Household	9,590	12,567	14,860	15,023
Occupied Housing Units	3,634	4,998	6,385	4,909
Person Per Household	2.64	2.51	2.32	3.06
Median Household Income	\$ 22,934	\$ 34,255	\$ 50,523	\$ 60,420

SUPPLEMENTAL INFORMATION

Employment and Industry

The County's unemployment rate has more than tripled in the past few years due to the bad economy after remaining fairly steady since 1990.

Year	Unemployment Rate
1980	7.0%
1990	4.7%
2000	4.5%
2010	14.7%

The largest segment of employment in Boulder City is the Services segment at approximately 26%; however, this segment has decreased by 15% since 1990, with much of the difference being absorbed by Retail Trade, which increased from 1.5% in 1990 to nearly 11% in 2000. The construction sector also increased slightly, likely in response to the rapid growth in the county during the past 10 years.

Industry	Persons Employed in 1990	%	Persons Employed in 2000	%	Persons Employed in 2010	%
Mining	25	0.5	20	0.3	18	0.3
Construction	485	9.3	832	13.2	856	16.3
Manufacturing	362	6.9	323	5.1	155	2.9
Transportation, Communication, Utilities	389	7.4	320	5.1	322	6.1
Wholesale Trade	111	2.1	147	2.3	71	1.4
Retail Trade	785	1.5	671	10.6	485	9.2
Finance, Insurance, Real Estate	383	7.3	354	5.6	291	5.5
Services	2,148	41	1,619	25.7	968	18.4
Other	547	24	2,021	32.1	2,087	39.7
Total Employed Persons 16 years and over	5,235	76	6,307	67.9	5,253	67.9

Incorporated -1960

Commission -City Manager Form of Government

City Council – Mayor and 4 member City Council

City Manager – Appointed by the City Council

Demographics:

Population as of July 1st of each year. Information provided by the Nevada State Demographer.

1995	13,640	2003	15,264
1996	14,460	2004	15,266
1997	14,493	2005	15,229
1998	14,730	2006	15,095
1999	14,860	2007	15,020
2000	14,966	2008	14,954
2001	15,241	2009	14,896
2002	15,287	2010	15,023

SUPPLEMENTAL INFORMATION

Population by Age

0-24 years old	24.7%
25-54 years old	33.7%
55 & over	41.6%

Median Age	47.0
Median Household Income	\$60,420
Number of Households	4,909

Source: U.S. Census Bureau

Major Employers

<u>Employer</u>	<u>Product/Service</u>	<u>Employees</u>
1 U.S. Bureau of Reclamation	Government	866
2 City of Boulder City	Government	195
3 U.S. National Park Service	Government	180
4 Clark County School District	School District	155
5 Boulder City Hospital	Health Care	130
6 Albertson's	Retail Food	92
7 Von's	Retail Food	80
8 U.S. Department of Energy- Western Area Power	Government	77
9 Fisher Pen	Manufacturing	75
10 Boulder Dam Credit Union	Financial	43

GLOSSARY

ACCOUNT GROUP – A self-balancing set of accounts that has no expendable financial resources. Account groups are used to maintain records of general long-term debts and general fixed assets.

ACCOUNTING SYSTEM – The total set of records and procedures that are used to identify, record, classify, and report information on the financial status and operations of an organization.

ACCRUAL BASIS ACCOUNTING – A system of accounting in which revenues and expenses are recorded as they are earned and incurred, not necessarily when cash is received or paid.

ACTIVITY – The purpose/activity or group of sub-activities within a function/program for which the city is responsible.

AD VALOREM – In proportion to value, a basis for levy of taxes on property.

ADA – Abbreviation for Americans with Disabilities Act.

ADOPTED BUDGET – Formal action made by City Council that sets the spending limits for the fiscal year.

ALLOCATION – Assigning one or more items of cost or revenue to one or more segments of an organization according to benefits received, responsibilities, or other logical measures of use.

ANNUALIZED COSTS – Operating costs incurred at annual rates for a portion of the prior fiscal year and which must be incurred at similar rates for the entire 12 months of the succeeding fiscal year.

APPROPRIATION – An authorization granted by the City Council to make expenditures and to incur obligations for purposes specified.

APWA – American Public Works Association.

ASCE – American Society of Civil Engineers.

ASSESSED VALUATION – A valuation set upon real estate or other property by the County Assessor and the State as a basis for levying taxes.

AWWA – American Water Works Association.

BALANCE (FUND BALANCE) – Excess of a fund's balance and revenue over or under expense and reserve.

BALANCED BUDGET – The amount of budgeted expenditures is equal to or less than the amount of budgeted revenues plus other available sources.

BEGINNING BALANCE – The beginning balance is comprised of residual funds brought forward from the previous fiscal year (ending balance).

BOND – A written promise to pay a specified sum of money, called the face value or principal amount, at a specified date or dates in the future, called the maturity date(s), together with periodic interest at a specific rate. In the Operating Budget, these payments are identified as debt service.

GLOSSARY

BOND FUNDS – Are used to account for the purchase or construction of major capital facilities that are not financed by other funds. The use of bond funds is necessary to demonstrate that bond proceeds are spent only in amounts and for purposes authorized.

BONDS ISSUED – Bonds sold.

BOND PROCEEDS – Debt issuances derived from the sale of bonds for the purpose of constructing major capital facilities.

BUDGET – A financial plan consisting of an estimate of proposed expenditures and their purposes for a given period and the proposed means for financing them.

BUDGET DOCUMENT – The instrument prepared by the Finance Department and supporting staff which presents a comprehensive proposed budget to the City Council.

BUDGETARY CONTROL – The control or management of a governmental unit or enterprise in accordance with an approved budget for the purpose of keeping expenditures within the limitations of authorized appropriations and available revenues.

BUDGET MESSAGE – The opening section of the budget which provides the City Council and the public with a general summary of the most important aspects of the budget, changes from the current and previous fiscal years, and recommendations regarding the financial policy for coming period.

BUDGET YEAR – The fiscal year for which the budget is being considered.

CAFR – Abbreviation for Comprehensive Annual Financial Report.

CAPITAL ASSETS – Permanent, tangible assets with a value in excess of \$1,000 whose expected life exceeds one year. This includes such things as equipment, furniture, and vehicles.

CAPITAL BUDGET – A plan of proposed capital outlays and the means of financing them.

CAPITAL IMPROVEMENT PROGRAM BUDGET – The appropriation of bonds or operating revenue for improvements to city facilities including buildings, streets, water and sewer lines, and parks.

CAPITAL OUTLAY – Expenditures that result in the acquisition of or addition to capital assets.

CAPITAL PROJECT – Any project having assets of significant value and having a useful life of one year or more. Capital projects include the purchase of land for design, engineering and construction of buildings and infrastructure items such as streets, bridges, drainage, street lighting, water system, etc. Capital projects are permanent attachments intended to remain to the land.

CASH BASIS ACCOUNTING – A system of accounting in which transactions are recorded, and revenues and expenses are recognized only when cash is received or paid.

CDBG – Community Development Block Grant.

CHART OF ACCOUNTS – A uniform listing of accounts that standardizes City accounting and supports the preparation of standard external reports. It assists in providing control over all financial transactions and resource balances.

CIP – Capital Improvements Program.

GLOSSARY

COMPREHENSIVE ANNUAL FINANCIAL REPORT (CAFR) – The official annual report of a government. This report is prepared by the Finance Department. The CAFR is organized by fund and contains two basic types of information: a balance sheet that compares assets with liabilities and fund balance; and an operating statement that compares revenues with expenditures.

CONTINGENCY – Monies set aside as carryover to the following fiscal year, but which can be used to finance unforeseen expenditures of the various operating funds.

CONTRACTUAL SERVICE – A written agreement or legal instrument whereby the City of Boulder City is committed to expend, or does expend, public funds in consideration for work, labor, services, equipment, or any combination of the foregoing.

COST CENTER – An organizational budget/operating unit within each City division or department.

CURRENT RESOURCES – Resources to which recourse can be had to meet current obligations and expenditures. Examples are current assets, estimated revenues of a particular period not yet realized, transfers from other funds authorized but not received.

CURRENT YEAR – The fiscal year immediately preceding the budget year.

D.A.R.E. – Drug Awareness Resistance Education.

DATA PROCESSING – Includes expenditures for information technology such as computer hardware and software, maintenance contracts, and support.

DEBT ISSUANCE – Sale or issuance of any type of debt instrument, such as bonds.

DEBT LIMIT – The statutory or constitutional maximum debt that an issuer can legally incur.

DEBT SERVICE FUND – A fund established to account for the accumulation of resources for and the payment of principal and interest on general long-term debt.

DEBT SERVICE REQUIREMENTS – The amount of resources that must be provided so that all principal and interest payments can be made in full on schedule.

DEPARTMENT – A major administrative division of the City, which indicates overall management responsibility for an operation or group of related operations within a functional area.

DEPRECIATION – An allocation made for the decrease in value of physical assets through wear, deterioration, or obsolescence.

DISBURSEMENT – The expenditure of monies from an account.

DISTINGUISHED BUDGET PRESENTATION AWARD PROGRAM – A voluntary program administered by the Government Finance Officers Association (GFOA) to encourage governments to publish efficiently organized and easily readable budget documents and to provide peer recognition and technical assistance to the fiscal officers preparing them.

DIVISION – A categorization of organizational unit, indicating management responsibility for an operation or a group of related operations within a functional area, subordinate to the department level of organizational unit.

GLOSSARY

EMPLOYEE BENEFITS – A budget category that is comprised of retirement, insurance, and unemployment.

ENCUMBRANCES – Obligations in the form of purchase orders, or contracts, which are chargeable to an appropriation and for which a part of the appropriation is reserved. They cease to be encumbered when the obligations are paid or otherwise liquidated.

ENTERPRISE FUND – An Accounting entity established to account for the acquisition, operation and maintenance of governmental facilities, and services which are entirely or predominately self-supporting.

ESTIMATED REVENUE AND EXPENSE – The amount of projected revenue or expense to be collected or expended during the fiscal year.

EXPENDITURE – The issuance of checks, disbursement of cash, or electronic transfer of funds made to liquidate an obligation. Where accounts are kept on an accrual or modified accrual basis, expenditures are recognized whether or not cash payments have been made. Where accounts are kept on a cash basis, they are recognized only when cash payments have been made.

EXPENSE – The outflow of assets or incidence of liabilities during a period as a result of rendering services, delivering or producing goods, or carrying out other normal operating activities.

FAA- Federal Aviation Administration

FEES – Income from any billing for services or sale made by the City. For example, building permit fees, animal licenses, and athletic program registration fees.

FIDUCIARY FUND – A fund used to account for assets held by a government in a trust capacity or as an agent for others.

FINAL BUDGET – The City Council-approved plan for the City's financial operations, which includes an estimate of expenditures and revenues for a given fiscal year.

FINES, FORFEITURES AND PENALTIES – This revenue results from violations of various City and state laws.

FISCAL POLICY – The City's policies with respect to revenues, spending, and debt management as these relate to government services, programs, and capital investment. Fiscal policy provides a set of principles for the planning and programming of government budgets and their funding.

FISCAL YEAR – A 12-month period of time to which the Annual Budget applies and at the end of which a governmental unit determines its financial position and the results of its operations. For the City of Boulder City, it is July 1, through June 30.

FIXED ASSETS – Assets of a long-term character that is intended to continue to be held or used, such as land, buildings, machinery, furniture and other equipment.

FMLA – Family Medical Leave Act.

FRINGE BENEFITS – For budgeting purposes, fringe benefits are employer payments for social security, retirement, group health, and life insurance.

GLOSSARY

FTE – Full-Time Equivalent – A position, permanent or temporary, based on 2,080 hours per year. Part-time positions are converted for budget purposes to a decimal equivalent of a full-time position based on 2,080 hours per year. For example, a part time employee working 520 hours would be equivalent to .25 of a full time position.

FUND – An independent fiscal and accounting entity with a self-balancing set of accounts recording cash and/or other resources, together with all related liabilities, for the purpose of carrying on specific activities or attaining certain objectives in accordance with special regulations.

FUND BALANCE – Fund balance is the excess of assets over liabilities and reserves and is, therefore, also known as surplus funds.

FUNDS CARRIED FORWARD – The balance of operating funds brought forward from prior years.

GAAP – (GENERALLY ACCEPTED ACCOUNTING PRINCIPLES) – A body of accounting and financial reporting standards set by the Governmental Accounting Standards Board (GASB) for state and local governments, and by the Financial Accounting Standards Board (FASB) for private sector organizations.

GASB – Governmental Accounting Standards Board.

GENERAL FUND – A fund used to account for all general-purpose transactions of the City that do not require a special type of fund.

GENERAL GOVERNMENT REVENUE – The revenues of a government other than those derived from and related in an enterprise fund.

GENERAL OBLIGATION BONDS – Bonds that finance a variety of public projects such as streets, buildings, and improvements. The repayment of these bonds is usually made from secondary property taxes.

GFOA – Abbreviation for Government Finance Officers Association.

GOAL – A statement of broad direction, purpose or intent based on the needs of the community. A goal is general and timeless; that is, it is not concerned with a specific achievement in a specific time period.

GOVERNMENTAL FUND TYPE – A fund used to account for general governmental activities. Includes the general fund, capital project funds, and debt service funds.

GRANT – A contribution by the state or federal government or other agency to support a particular function.

HVAC – Heating, ventilation, and air conditioning equipment.

INTERFUND TRANSFER – Amounts transferred from one fund to another.

INFRASTRUCTURE – The physical assets of a city (streets, water, sewer, public buildings, and parks) upon which the continuance and growth of a community depend.

INTERGOVERNMENTAL REVENUES – Revenues from other governments in the form of grants, entitlements, shared revenues, or payments in lieu of taxes.

INTERNET – An electronic communications network that connects computer networks and organizational computer facilities around the world.

GLOSSARY

INVESTMENTS – Securities, bonds, and real property (land and buildings) held for the production of revenues in the form of interest, dividends, rentals, or lease payments. The term does not include fixed assets as used in the normal course of governmental operations.

LEVY – To impose taxes, special assessments, or charges for the support of City activities.

LIABILITIES – Debts or other legal obligations arising out of transactions in the past which must be liquidated, renewed, or refunded at some future date. This does not include encumbrances.

LICENSES AND PERMITS – This category includes revenue raised for the purpose of recovering the costs associated with regulating business activity. Many of these fees are regulatory in nature in order to insure compliance with the law.

LINE-ITEM BUDGET – A budget that lists each expenditure category (salary, telephone, travel, etc.) separately, along with a dollar amount budgeted for each specific account.

LONG-TERM DEBT – Debt with a maturity of more than one year after the date of issuance.

MEASUREMENT FOCUS – The accounting convention which determines which assets and which liabilities are included on an entity's balance sheet and whether its operating statement presents revenues and expenditures or revenues and expenses.

MISSION STATEMENT – A statement of special duty, function, task, or special purpose.

MODIFIED ACCRUAL BASIS OF ACCOUNTING – A basis of accounting. Revenues are recognized, and any related receivable is recorded, when they become both measurable and available. Expenditures are recognized when the liability is incurred, except for unmatured principal and interest on long-term debt, which is recognized when due.

MODIFIED CASH BASIS OF ACCOUNTING – Sometimes known as Modified Accrual Basis, it is a plan under which revenues are recognized on the cash basis while expenditures are recognized on the accrual basis.

NON-PERSONNEL EXPENSE – Expenditures related to supplies, services, and outlay.

NON-RECURRING REVENUE – Revenue which is a one time receipt or which is not received on a continual basis.

NRS – Abbreviation for Nevada Revised Statutes.

OBJECTIVE – A statement of specific direction, purpose, or intent based on the goals established for a particular function.

OBLIGATIONS – Amounts which a government may be required legally to meet out of its resources.

OPERATING BUDGET – The portion of the budget that pertains to daily operations. The operating budget contains appropriations for such expenditures as personnel, supplies, utilities, materials, travel, and fuel.

OPERATING EXPENDITURES – Costs other than expenditures for personnel directly employed by the City (salaries, wages, and fringe benefits) and capital outlays. Examples of operating expenditures include telephone expenses, office supplies, professional services, travel expenses, and contracts.

GLOSSARY

OPERATING REVENUE – Resources derived from recurring revenue sources used to finance recurring operating expenditures and pay-as-you-go capital expenditures.

OPERATING TRANSFER – Legally authorized transfers from a fund receiving revenue to the fund through which the resources are to be expended.

ORDINANCE – A formal legislative enactment by the governing board of a municipality. If it is not in conflict with any higher form of law, such as a state statute or constitutional provision, it has the full force and effect of law within the boundaries of the municipality to which it applies. The difference between an ordinance and a resolution is that the latter requires less legal formality and has a lower legal status.

PERFORMANCE MEASUREMENTS – Measures used to evaluate the performance of a program or activity. Specific quantitative and qualitative measures of work performed as an objective of a department.

PERS – Abbreviation for Public Employees Retirement System.

PERSONNEL COSTS – Expenditures for salaries, wages and fringe benefits of a government's employees.

PREVIOUSLY AUTHORIZED PROJECTS – CIP projects that were funded in prior years, but which have not been completed and formally closed.

PRIOR YEAR – The fiscal year immediately preceding the current year.

PROJECTIONS – Estimates of budget authority, outlays, receipts or other budget amounts extending several years into the future. Projections generally are intended to indicate the budgetary implications of existing or proposed programs.

PROPERTY TAX LEVY – The total amount to be raised by general property taxes for purposes specified in the Tax Levy Ordinance.

PROPOSED BUDGET – The City Manager's recommendation for the City's financial operations, which includes an estimate of proposed expenditures and revenues for a given fiscal year.

PURCHASE CAPITAL OUTLAY – Acquisition of any item of capital that is complete in and of itself when it is purchased.

PURCHASE ORDER – A document authorizing the delivery of specific merchandise or the rendering of specific services.

RECURRING REVENUE – Revenue sources available on a constant basis to support operating and capital budgetary needs.

REGULAR EMPLOYEE – An employee who is hired to fill a position anticipated to have a continuous service duration of longer than one year.

REIMBURSEMENT – A sum that is received by the government as a repayment for commodities sold or services furnished either to the public or to another government account and that is authorized by law to be credited directly to specific appropriation and fund accounts.

RESOLUTION – A special or temporary order of a legislative body that requires less legal formality than an ordinance or statute.

GLOSSARY

RESOURCES – Total dollars available for appropriations including estimated revenues, fund transfers, and beginning fund balances.

RESTRICTED REVENUE – Legally restricted revenues for a specific purpose by the Federal, State, and local government.

REVENUE BONDS – Bonds that pledge specific dedicated revenue source for their repayment.

REVENUE CATEGORIES – The major categories of revenue are property taxes, local taxes, licenses and permits, fines and forfeitures, revenue from other agencies, charges for current services, miscellaneous revenue, and transfers from other funds.

REVENUES – Amounts estimated to be received from taxes and other sources during the fiscal year.

SALARIES AND WAGES – A budget category comprised of all full-time and temporary employee salaries including overtime and retirement payouts.

SERVICES AND SUPPLIES – A budget category that includes those goods and services that are consumed and purchased on a regular basis (such as office supplies, utilities, repair and maintenance).

SPECIAL REVENUE FUND – A special revenue fund is a governmental fund type used to account for monies received from specific revenue sources and restricted to expenditures for specific programs.

SUPPLIES AND SERVICES – This expenditure category consists of materials, supplies, contractual services, fees, and other services.

SURPLUS – The amount by which the City's budget receipts exceed its budget outlays for a given period.

TAX RATE – The amount of tax levied for each \$100 of assessed valuation.

TEMPORARY EMPLOYEE – An employee who is hired to fill a position anticipated to have a continuous service duration of less than one year.

TRANSFER – Shifting of all or parts of the budget authority in one appropriation or fund account to another as specifically authorized by law.

UNDESIGNATED FUND BALANCE – Funds remaining from the prior year, which are available for appropriation and expenditure in the current year.

UNRESERVED FUND BALANCE – That portion of a fund balance for which no binding commitments have been made.

WORLD WIDE WEB – A part of the Internet designed to allow easier navigation of the network through the use of graphical user interfaces and hypertext links between different addresses, also called the web.

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