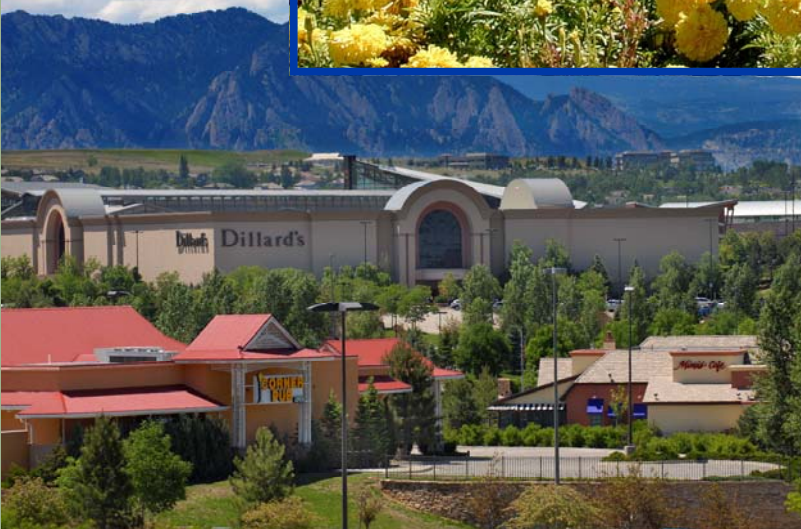




CITY AND COUNTY OF BROOMFIELD, COLORADO



2011 ANNUAL BUDGET BUDGET IN BRIEF

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Mission Statement and Guiding Values



Mission Statement

Working in partnership with the community, the City and County of Broomfield provides excellent services in an efficient, respectful, and courteous manner to enhance and protect the environment and quality of life of Broomfield citizens.

Guiding Values

- *We are here to serve our citizens as advocates and problem solvers.*
- *We always treat our citizens and employees with dignity, respect, and equity.*
- *We are fiscally responsible.*
- *We are here to help Broomfield be a safe and enjoyable community filled with opportunity for citizens and employees.*
- *We care and we show it through our positive manner.*
- *We respond quickly and we follow-up.*
- *We value vision, diversity, and progressive thinking.*
- *We encourage new ideas and suggestions.*
- *We maximize opportunities to advance the interests of the community as a whole.*

Type and Organization of Government

The City of Broomfield was incorporated as a city in 1961 and established a home-rule, Council-Manager form of government by charter in 1974. The City boundaries fell within four counties. In November 1998, citizens approved a statewide Colorado constitutional amendment to allow Broomfield to become a City and County, and on November 15, 2001 the City and County officially began county operations.

The City Council consists of a ten-member board and a Mayor who set policy for the City and County of Broomfield. The City Council also serves as the County Board of Commissioners. The citizens of Broomfield elect two council members for each of the five wards, with elections being held every two years. These council members serve staggered four-year terms. The Mayor serves as a leader of this board and is elected, at-large, for a two-year term. The Council functions as the policy setting board for all City and County of Broomfield matters.

The City and County Manager, City and County Attorney, Municipal Judge, and several citizen boards, report directly to the Council. The Manager is responsible for the implementation of City Council policy direction and the administration of City and County operations. The Manager serves as the chief executive officer for the organization. The Deputy City and County Manager reports to the Manager and serves in a similar capacity, with a focus on operations. The City and County government is made up of 13 departments. Each department, depending on size and function, provides services through several operating divisions.

The City and County of Broomfield provides a full range of municipal and county services. The only traditional services provided by some local governments, not currently provided by Broomfield are electric, gas, trash, golf, and airport services. They are provided by private organizations, or in the case of the airport, Jefferson County.

The organizational chart on the next page provides an illustration of how the City and County of Broomfield Government is organized.

Organizational Chart

City & County of Broomfield Government













City Council Priorities

City Council holds a “Council Focus Session” in January of each year to identify priorities for the year. City Council Priorities play a significant role in the annual budget development process. The 2010 Council Priorities, which helped drive the 2011 budget process, are listed below.

2010 Priorities
1STBANK Center
Budget Review and Finances
Small Business Retention
Comprehensive Water Use Plan
Transportation Projects
Ongoing Priorities
Wadsworth Interchange (120TH Avenue Connection)
Unique Retail in Broomfield
Enhance “Green Broomfield”
Healthy Broomfield
Internal Traffic Flow Improvements
Manufacturing Jobs
Lessen Local Government Burdens on Local Businesses
Preservation of Property Values– Quality of Neighborhoods

Comprehensive Plan

Broomfield’s 2005 Comprehensive Plan was adopted following an extensive community information gathering and feedback process. The Plan is a dynamic 20-year policy document intended to be periodically updated to remain effective. It serves as the principal planning document addressing Broomfield’s goals and policies related to land use and other key community issues. The Comprehensive Plan’s key issues and goals are summarized in the ten functional elements below. These broad goals have been tied to the more specific goals of each Department, throughout the Annual Budget Document. See Appendix H of the 2011 Annual Budget for additional details regarding the Comprehensive Plan goals.

2005 Comprehensive Plan Summary	
	Growth, Population & Change: Direct growth to strengthen Broomfield’s desirable community characteristics and identity; and to seize opportunities that take advantage of Broomfield’s physical characteristics and transportation advantages.
	Land Use: Create an appropriate and sustainable land use pattern anchored by great neighborhoods and vibrant community activity centers that are linked to create an economic and environmentally sustainable community.
	Transportation: Provide an efficient and well-maintained multi-modal transportation system that serves all segments of the population, effectively accommodates the demands of growth, facilitates convenient internal and regional accessibility, minimizing environmental impacts, and reduced dependence on the automobile.
	Community Form & Identity: Broomfield is a community with residents who take pride in its small-town friendliness and can-do attitude. Broomfield’s physical features include interconnected open lands and parks with distinct residential and commercial areas. All these elements combine to create a strong sense of place and identity.
	Open Space, Parks, Recreation & Trails: Preserve and enhance those natural and recreational places that reflect the heart and soul of the community.
	Economic Development: Promote the economic vitality of Broomfield through attraction, retention and expansion of business activity.
	Community Services & Facilities: To provide quality services and facilities within our neighborhoods that reflect our commitment to making worthy investments in our community, that are examples of proactive and innovative government, and that empower all our citizens to increase their quality of life while ensuring that we care for those in need.
	Environmental Stewardship: Broomfield will be a leader in implementing environmental stewardship policies that help to create a desirable and sustainable community now and for future generations.
	Housing: Promote a balanced mix of housing types that will meet both current and future residents’ changing needs and conditions and that will support the community’s overall economic development goals.
	Utilities: Provides a utility infrastructure system representing state-of-the-art equipment, construction, management and conservation techniques.

Comprehensive Plan Vision Statement

Broomfield: a City and County of diverse neighborhoods that inspire identity and unity; where its culture of excellence, leadership, self-determination, and innovation is nurtured and practiced; and where its businesses thrive and its citizens of all ages are proud to live.

Budget Development Process

General Budget Process

Short and long-term processes drive the budget development and funding allocation decision making processes. The fiscal year for Broomfield begins on the first day of January and ends on the last day of December of each year. In the fall of the prior year, the Manager submits to the City Council a proposed operating budget for the next fiscal year commencing the following January 1st. The operating budget includes proposed expenditures and the means of financing them. The total of the proposed expenditures and provisions for contingencies shall not exceed the total of estimated sources of funds. Public hearings are conducted to obtain citizen comments. After the public hearing, Council may adopt the budget with or without amendment. In amending the budget, Council may add or increase programs or amounts and may delete or decrease programs or amounts, except expenditures required by law or for debt service.

Prior to December 14th, the budget is legally enacted through passage of a resolution. The last date to certify tax levies is December 15th. A certified copy of the budget must be filed with the State of Colorado Division of Local Government by January 30th. Once the budget has been enacted, the Manager is authorized to transfer budgeted amounts among programs and departments within a fund, however, any revisions that alter the total expenditures of any fund must be approved by Council. All appropriations, except those for Capital Expenditures or Special Funds, lapse at year-end. Services continue to operate in a seamless fashion, as appropriations associated with the next fiscal year are available immediately.

Budget Calendar

The City and County's planning and budget process begins early in the year for the next year's budget. Current revenues and expenditures are closely analyzed to determine if projections are accurate. Short and long term goals and priorities are set by both the City Council and each department. Important dates for the development of the subsequent budget are listed in the chart below.

January-February	City Council sets Priorities for the Coming Year
March	Citizens and Committees submit Capital Project Ideas to Staff
April	Department Staff completes SEA and Background Data
May-June	Department Staff develops Next Year's Operating and Capital Requirements
July-August	Budget Staff Reviews and Validates Department Submittals
September	Draft Budget is submitted to City /County Manager's Office for Review
September	Citizen Suggestions and Input
October	Recommended Budget Presented to Council; Public Hearings on Proposed Budget
November	Council Adopts Budget Resolution
December	Budget Document Completed

See Appendix I of the 2011 Annual Budget for the 2010 Service, Efforts, and Accomplishments (SEA) departmental Goals.

Financial Policies

General Financial Goals

- Maintain and enhance the sound fiscal condition of the City and County.
- Maintain a financially viable organization that can provide a desired level of both city and county governmental services.
- Maintain financial flexibility in order to continually adapt to local and regional economic changes and community needs.

Operating Budget Policies

- Adopt a balanced budget by December 14th of each year.
- Prepare a preliminary budget calendar no later than March 31st of each year.
- Develop an annual operating budget by verifying or conservatively projecting revenues and expenditures for the current and forthcoming fiscal year.
- Balance the budget by ensuring current operating expenditures (excluding one-time transfers to Capital funds) are paid from current operating revenues.
- Provide for adequate maintenance and replacement of the City's capital equipment and infrastructure.
- Project equipment replacement and maintenance schedule needs for the next five years and update this projection each year. From this projection a maintenance and replacement schedule will be developed and followed.

Revenue Policies

- Develop and maintain a diversified and stable revenue system to provide shelter from short-term fluctuations in any one revenue source.
- Estimate annual revenues through an objective, analytical process, utilizing trends, judgmental, and statistical analyses, as appropriate.

Expenditure Policies

- Maintain a level of expenditures, which will provide for the public's well-being and the safety of community residents.

Utility Rates and Fees

- Set fees and user charges for each enterprise fund at a level that supports both direct and indirect costs of the activity. Indirect costs include the cost of annual depreciation of capital assets and overhead charges.
- Set utility license fees to cover the cost of growth related expenditures.

Total 2011 Budget Summary

The budget serves as a policy document, financial plan, operations guide, and communications device. Each budget is developed several months before being implemented and is based on the best financial information known at the time. A Comprehensive Annual Financial Report, the official annual report of a government, is prepared at the close of each fiscal year and contains all basic financial statements for that year.

All of the individual revenue and expenditure categories described in the following sections of this Budget in Brief document come together to form the Combined City and County of Broomfield Total Budget.

The 2011 Budget was prepared based on minimal growth while absorbing most increased costs. The total 2011 budgeted expenditures for the City and County of Broomfield amounts to \$167,235,478. This is an increase of 6.49% from the 2010 Budget of \$157,048,398 and a decrease of 0.65% from the 2010 Revised Estimate of \$168,331,685. A net of 11.11 FTE's have been eliminated due to reduced workload and organizational restructure in accordance with Broomfield's continuing zero-based budget approach. The total operating budget of \$108,852,636 represents an increase of 3.39% from the 2010 Original Budget. The increase is due to an increase in operating costs for additional services. Capital Expenditures increased by 20.13% over the 2010 Original Budget. The increase in capital expenditures is due to improvements to Lowell Boulevard, projects in the Sewer Fund for odor control, projects in the Water Fund for Windy Gap design and constructions, and projects in the Capital Improvements Fund for additional reuse water taps. Capital improvements that increase operating costs are proposed to be deferred to future years as revenues become more available. Revenues and expenditures will continue to be monitored closely and appropriate adjustments made, if necessary.

The 2011 Budget maintains current service levels, achieves a 1.03 ratio of revenues to expenditures in the General Government Funds, and provides for the funding of all required debt service payments and payments for Certificates of Participation that were issued for capital improvement projects. The 2011 Budget continues Broomfield's practice of conservative revenue estimates.

The Combined Budget is summarized on the following page.

Total 2011 Budget Summary

Combined City & County of Broomfield Total Budget Summary

COMBINED CITY & COUNTY OF BROOMFIELD TOTAL BUDGET SUMMARY						
Sources and Uses of Funds	Actual 2009	Original Budget 2010	Revised Estimate 2010	Budget 2011	Budget % Chg	
					10 Original 2011	10 Revised 2011
Sources of Funds						
Beginning Balance	\$ 165,365,550	\$ 122,732,319	\$ 165,815,727	\$ 144,811,023	17.99%	-12.67%
Revenues						
Taxes						
Property Tax	\$ 28,436,768	\$ 29,234,925	\$ 29,513,099	\$ 29,618,059	1.31%	0.36%
Sales Tax	37,506,890	40,199,741	40,748,487	40,952,088	1.87%	0.50%
Use Tax - Building Materials	2,645,302	2,077,598	1,748,058	2,104,296	1.29%	20.38%
Audit Revenues - Sales & Use Tax	487,818	849,997	647,001	725,000	-14.71%	12.06%
Use Tax - Vehicles	2,971,359	2,577,887	3,107,052	3,169,193	22.94%	2.00%
Specific Ownership Tax	1,482,300	1,560,737	1,417,080	1,450,978	-7.03%	2.39%
Other Taxes	3,849,804	4,953,958	4,855,977	4,175,032	-15.72%	-14.02%
Total Taxes	\$ 77,380,241	\$ 81,454,843	\$ 82,036,754	\$ 82,194,646	0.91%	0.19%
Licenses & Permits	\$ 1,273,825	\$ 993,200	\$ 1,169,611	\$ 946,015	-4.75%	-19.12%
Intergovernmental Revenue	13,979,159	13,039,117	14,941,902	13,481,693	3.39%	-9.77%
Charges for Services	37,452,194	37,706,247	36,606,672	37,772,141	0.17%	3.18%
Contributions & Project Participations	5,162,838	356,307	545,218	372,284	4.48%	-31.72%
Fines & Forfeits	716,167	571,239	606,613	671,130	17.49%	10.64%
Interest Earnings & Misc Revenues	18,312,757	9,118,792	5,781,695	6,678,420	-26.76%	15.51%
Bond Proceeds	13,000,000	-	-	-	NA	NA
Fiduciary Plan Contributions	10,045,214	11,040,972	10,577,909	10,755,083	-2.59%	1.67%
Transfers from Fund Reserves	688,833	2,946,238	867,600	3,426,860	16.31%	294.98%
Interfund Activities	22,760,120	26,310,436	25,359,302	27,061,598	2.85%	6.71%
Total Revenues	\$ 200,771,348	\$ 183,537,391	\$ 178,493,275	\$ 183,359,871	-0.10%	2.73%
Total Sources of Funds	\$ 366,136,898	\$ 306,269,710	\$ 344,309,002	\$ 328,170,894	7.15%	-4.69%
Less Interfund Activities	\$ 22,760,120	\$ 26,310,436	\$ 25,359,302	\$ 27,061,598	2.85%	6.71%
Net Total Sources of Funds	\$ 343,376,778	\$ 279,959,274	\$ 318,949,700	\$ 301,109,295	7.55%	-5.59%
Uses of Funds						
Expenditures						
Operating Budget	\$ 97,633,550	\$ 105,284,231	\$ 105,009,127	\$ 108,852,636	3.39%	3.66%
Capital Improvements	60,224,985	39,971,224	51,389,523	48,019,220	20.13%	-6.56%
Lease/Purchase Payments	10,664,323	10,525,690	10,525,690	9,331,356	-11.35%	-11.35%
Debt Service - Bonds	20,754,002	20,016,102	20,016,102	19,637,717	-1.89%	-1.89%
Fiduciary Funds - Expenditures	7,136,138	7,561,587	6,750,546	8,456,147	11.83%	25.27%
Sub Total	\$ 196,412,998	\$ 183,358,834	\$ 193,690,987	\$ 194,297,076	5.97%	0.31%
Less Interfund Activities	\$ 22,760,120	\$ 26,310,436	\$ 25,359,302	\$ 27,061,598	2.85%	6.71%
Total Uses of Funds	\$ 173,652,878	\$ 157,048,398	\$ 168,331,685	\$ 167,235,478	6.49%	-0.65%
Additions to Reserves	\$ 3,908,173	\$ 2,329,809	\$ 5,806,992	\$ 12,614,875	441.46%	117.24%
Net Total Uses of Funds	\$ 177,561,051	\$ 159,378,207	\$ 174,138,677	\$ 179,850,353	12.85%	3.28%
Ending Balance	\$ 165,815,727	\$ 120,581,067	\$ 144,811,023	\$ 121,258,942	0.56%	-16.26%

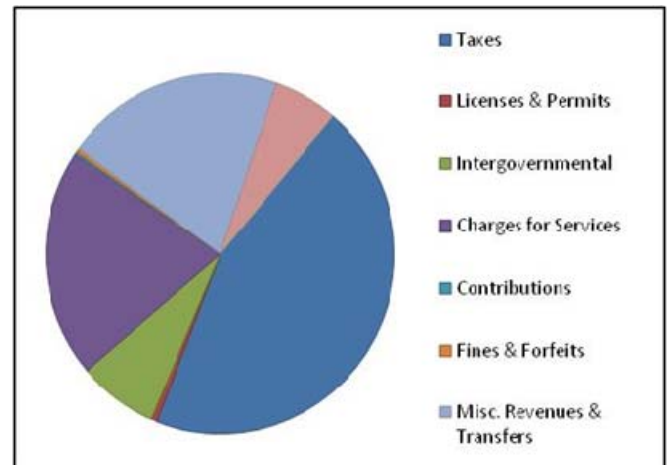
The projected Ending Balance for 2011 is \$121,258,942 which is a 0.56% increase from the 2010 Original Budget. Budgeted Lease/Purchase payments decreased \$1,194,334 or 11.35% in 2011 due to refinancing of the Certificates of Participation (COPs).

Revenues

Major Revenues

Broomfield's major on-going revenue sources are sales and use taxes, property tax, charges for services, and intergovernmental revenues. These revenue sources support Broomfield's operations, capital improvements, and debt service requirements. The 2011 estimates for all revenue sources are summarized below, followed by descriptions of the major revenue categories.

2011 Total Revenues by Source		
Taxes	\$ 82,194,646	44.8%
Licenses & Permits	946,015	0.5%
Intergovernmental	13,481,693	7.4%
Charges for Services	37,772,141	20.6%
Contributions	372,284	0.2%
Fines & Forfeits	671,130	0.4%
Misc. Revenues & Transfers	37,166,878	20.3%
Fiduciary Contributions	10,755,083	5.9%
Bond Proceeds	-	0.0%
Total	\$ 183,359,871	100.0%



Sales Tax

Broomfield's total sales tax rate is 4.15%, which is a general sales tax levied on retail sales of goods. Sales tax revenues represents approximately 22.33% of the total revenue and 49% of the total tax revenues expected to be collected in 2011. It is a revenue source that is directly impacted by current economic conditions. Sales tax revenues for 2011 are projected to increase 0.50% from projected 2010 actual collection. The projected increase is due to a full year of business at the new retail square footage (mainly the Wal-Mart store in the 120th Gateway retail area) which opened in the spring of 2010. The last report available from the state showed the State projecting a n increase of 4.20% in sales tax for 2011. Broomfield's conservative projection assumes no growth in sales from existing retailers recognizing continued competition from recent developments in surrounding communities.

Assessed Valuation and Property Tax

Property tax revenue is approximately 16.2% of the total revenues and 36% of the total tax revenues expected to be collected in 2011. It is projected to increase 1.31% from the Original 2010 Budget. Colorado statutes require property reappraisal every two years. All Colorado county assessors were required to revalue all properties in 2009 for taxes to be paid in 2010. The next reappraisal will occur in 2011 for taxes to be paid in 2012. No increase in the mill levy has been proposed for 2011. However, the City and County of Broomfield mill levy represents just a portion of the total mill levy assessed to a property owner. Changes in rates from school districts, special districts, and fire protection districts can affect an owner's total property taxes.

Use Tax—Building Materials

The City use tax on building and construction materials is 4.15%. It is a one-time tax on materials that are purchased outside Broomfield, but are used and stored within Broomfield. For example, approximately 50% of the cost of a new home is attributed to building and construction materials, and the use tax applies to that 50%. If building and construction materials amounted to \$50,000, the use tax would be \$2,075. No increases in the tax rate are included in the 2011 Budget. This revenue source can vary significantly from year-to-year depending on the amount of new construction that occurs in the City in any given year.

Charges for Services

Charges for services consist mainly of charges for water and sewer services and new service connection fees within Broomfield. There are no increases recommended for water and sewer rates in the 2011 Budget. The increases in the Water System Connection Fees are designed to have growth pay its own way for utility infrastructure. Continued careful management of controllable costs allows a deferral of Water and Sewer rate increases until the planned rate study is completed in 2011. Charges for Recreation Services are also included in this category and are designed to recover approximately 73% of the costs to provide those services, including center operations, programs, administration, and utility costs. There are no increases recommended in the 2011 Budget.

Intergovernmental Revenues

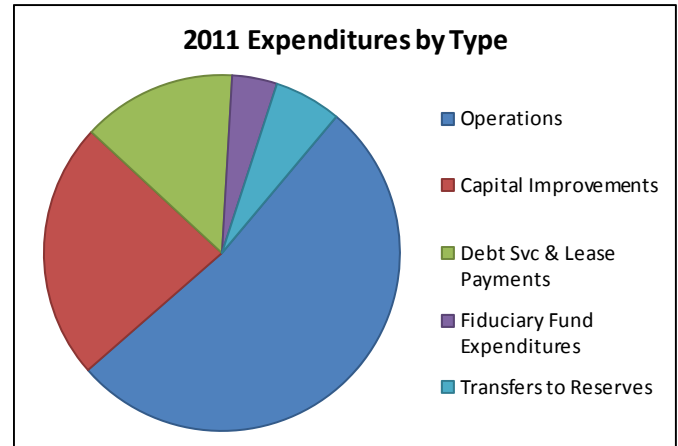
Intergovernmental revenues are revenues from other governments in the form of grants, entitlements, shared revenues, or payments in lieu of taxes. The largest components of this category are State and Federal revenues for Human Services programs and benefits, such as Child Welfare, Temporary Aide to Needy Families (TANF), Colorado Works, Childcare, and Food Assistance. Allocations vary from year to year, but the state reimburses Broomfield for approximately 80% of benefits paid to county residents. The County supports approximately 17.26% of the cost of operations through a dedicated property tax mill levy and transfers from the County General Fund when necessary.

Expenditures

Major Expenditures

Broomfield's major expenditure categories are operations, capital improvements, lease payments and debt service, reserves, and fiduciary fund expenditures related to health insurance and retirements. Operations and debt service tend to be consistent from year to year, while capital improvements and fiduciary fund expenditures will vary depending on projects and staff retirements budgeted in a given year. The 2011 estimates for all expenditure types are summarized below, followed by descriptions of the major expenditure categories.

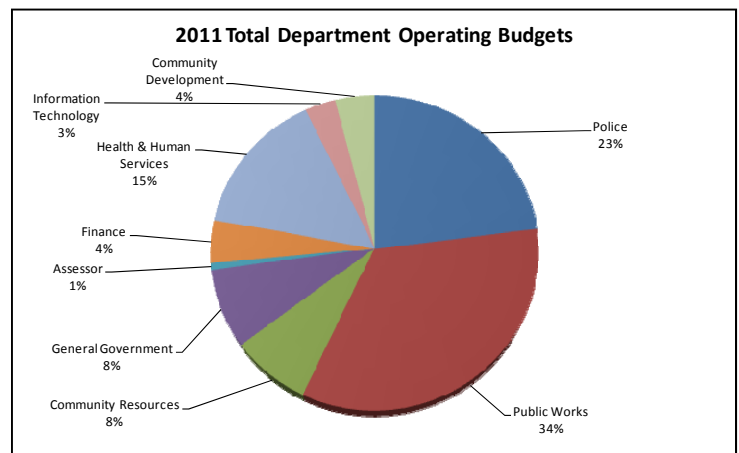
2011 Expenditures by Type		
Operations	108,417,126	52.5%
Capital Improvements	48,227,220	23.3%
Debt Svc & Lease Payments	28,969,073	14.0%
Fiduciary Fund Expenditures	8,456,147	4.1%
Transfers to Reserves	12,614,875	6.1%
Total	\$ 206,684,441	100.0%



Operations

Operations represents 57.5% of the total budget in 2011 and consists of personnel, supplies, services, and capital outlay. Funding for Broomfield operations is spread among many Funds designed to separate dedicated revenue streams, provide cost recovery information, and meet legal requirements. Some functions may be funded in two different Funds. The breakdown of operations costs by function, regardless of fund, is summarized on the next page, followed by descriptions of operating expenditure categories.

2011 Total Department Operating Budgets		
Police	\$20,768,181	23%
Public Works	\$30,332,980	34%
Community Resources	\$6,918,726	8%
General Government	\$7,292,377	8%
Assessor	\$611,905	1%
Finance	\$3,847,313	4%
Health & Human Services	\$13,547,843	15%
Information Technology	\$2,802,810	3%
Community Development	\$3,609,343	4%
Total	\$89,731,478	100%



Expenditures

Personnel

Broomfield is a service organization and as a result, personnel costs have the most significant impact on the operations budget. Total personnel costs in 2011 are about \$51.8 million or approximately 57.78% of the operating budget. These costs include salaries, benefits, and health insurance. Through zero-based budgeting, the 2011 Budget's total personnel has a net decrease of 11.11 full-time and part-time positions when compared to the 2010 Original Budget. Operating departments were faced with the direction from the City and County' Manager's office to be conservative, due to the economic conditions, and reduce FTE in areas where the workload has been reduced. The 2011 Budget does not include funds for merit increases for General Employees, but includes a 2% bonus-type merit pool which may be approved by City Council during the year. It does include funds to maintain the Police Step Program and possible market increases, if warranted. In addition, the City and County of Broomfield will continue the hiring freeze that was put into place in the 4th quarter of 2008. See Table 5B of the Annual Budget Document for a detailed listing of Broomfield's personnel complement.

Supplies and Services

Supplies include items under \$5,000 in value required for personnel to perform their jobs, such as office supplies, small tools, chemicals and lab supplies, fuel, and safety equipment. Services also include items required for personnel to perform their jobs, but that are generally provided by a third party, such as telephone and Internet charges, gas and electric costs, repair and maintenance services, advertising, and shipping charges.

In the 4th quarter of 2008, the economic conditions began to decline, as a result, the staff prepared a contingency plan for the 2009 Budget. Initially, a 5% reduction was implemented in January 2009, and in March an additional 5% reduction was implemented. The reductions were a short-term solution that, for the most part, did not reduce the level of service being provided to the community. The majority of the reductions, in addition to the hiring freeze, were supplies and services. The 2010 Budget continued these reductions, plus an additional 2.22% of operating costs. The 2011 Budget remains flat as compared to the 2010 Original Budget and is approximately 13% less than the 2008 Budget prior to the change in the economy.

Capital Outlay

New capital outlay is funded within each department's operating budget. This category includes items over \$5,000 in value, such as building improvements, office furniture, vehicles, and communications equipment. This category also includes special equipment related to specific areas of service provision, such as lawn mowers for the Parks division and water pumps and sanitization equipment for the water treatment plant. A complete list of equipment purchases, both replacement and new, can be seen in Appendix B of the 2011 Annual Budget.

Expenditures

Capital Improvements

Broomfield has a Five-Year Capital Improvement Program (CIP) that is updated annually. The CIP is a schedule of major project expenditures for public facilities and infrastructure (utilities, parks, roads, etc.), with estimated project costs, sources of funding, and timing of work. Each year, the entire Five-Year CIP is reviewed and updated. The current Five-Year CIP covers 2011 to 2015. The first year of the CIP is included in the annual budget each year. The entire cost of a given project is budgeted in the year in which it is approved to begin, but many projects can take multiple years to complete. For such multi-year projects, funds are spent down as work is performed and remaining project funds are rolled forward from year to year until the project is completed. Most capital equipment outlays to replace existing items are funded in the Asset Replacement Fund, with the exception of Utility Fund (water, sewer, and water reclamation) purchases, which are found within those specific funds. The following polices guide the capital improvement budget process.

Capital Improvement Budget Policies

- Develop a multi-year plan for capital improvements, including Capital Improvement Program (CIP) design, development, implementation, and operating and maintenance costs.
- Identify estimated costs, potential funding sources, and projected annual operating costs for each capital project proposal before it is submitted to Council for approval.
- Coordinate development of the capital improvement budget with the development of the operating budget. All costs for internal professional services required to implement the CIP will be included in the operating budget for the year the CIP is to be implemented.

The 2011 Capital Improvements Program for all Budget Funds is summarized below.

2011 CAPITAL IMPROVEMENTS PROGRAM SUMMARY	
Capital Improvement Projects	Budget
By Category	2011
Building & Facility Projects	\$ 1,105,000
Drainage & Storm Water Projects	694,592
Information Technology Projects	934,500
Landscaping Projects	655,000
Northwest Prkwy Related Projects	-
Open Space Projects	308,992
Trail System Projects	1,081,820
Parks & Rec Facility Projects	3,300,790
Transportation System Projects	9,677,860
Vehicles, Other Equipment and Furniture	1,523,984
Community Development Projects*	5,792,182
Water Utility Projects	4,835,530
Sewer Utility Projects	5,678,116
Water Reclamation Utility Projects	767,769
Planning, Admin & Other Exp	485,000
Public Art & Cultural Projects	52,232
Total Capital Improvement Projects	\$ 36,893,367

Debt Service and Lease Payments

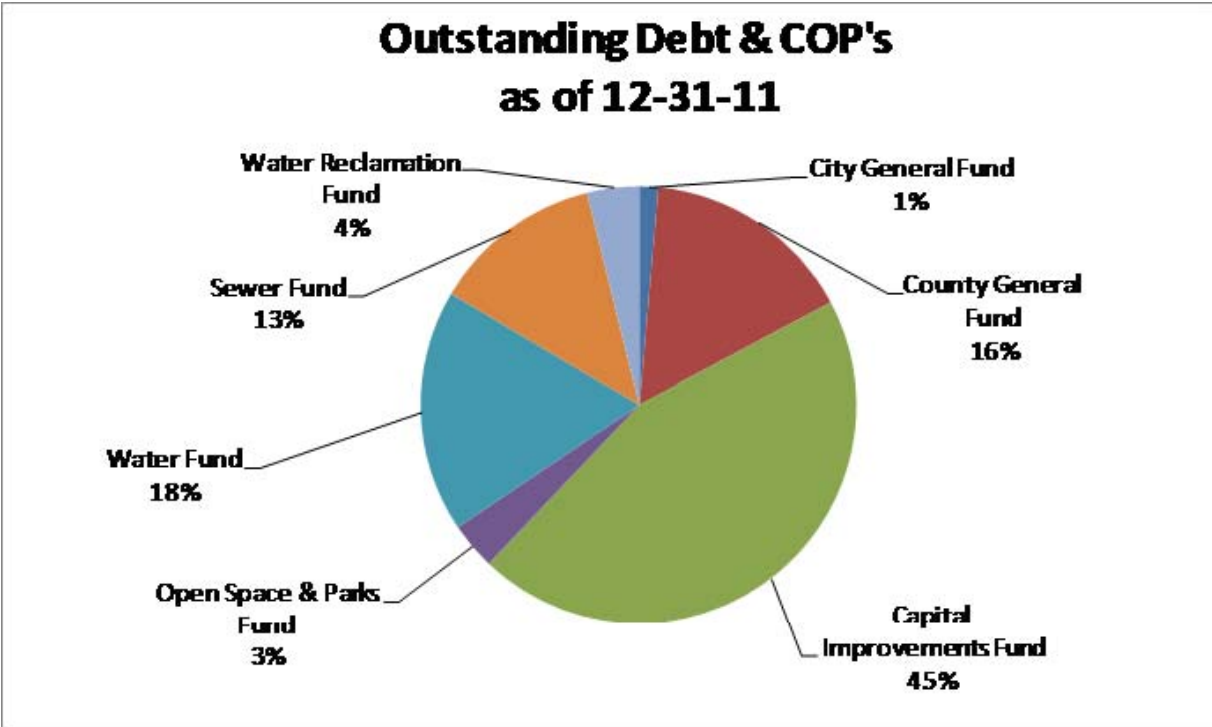
Broomfield uses long-term debt to finance capital projects that cannot be funded from current revenues. Proceeds from long-term debt cannot be used for current, on-going operations.

Debt financing is the preferred method to finance capital projects that benefit multiple generations, such as public buildings, roads, and parks. Bonds and notes are issued to finance the construction of such projects. This method promotes generational equity by spreading project costs over multiple years, rather than consuming the resources of a single generation. It also increases the number of projects that would otherwise be able to be completed each generation. Debt service is the annual payment of principal and interest on Broomfield's total indebtedness.

Broomfield continues to effectively manage its bond and debt service obligations. The City will have no general obligation debt outstanding at the end of 2011.

The City's bond rating by Moody's Investment Service is Aa-3. This continued high rating is evidence that Broomfield is viewed as a good investment by the investment community. This not only helps the City sell its bond issues, but also helps obtain the lowest possible interest rates.

Existing revenues support all current debt and obligations. Most debt instruments issued to date are revenue bonds. \$28.5 million in debt service and lease purchase payments are included in the 2011 Budget. The amount of debt and certificates of participation supported by each fund is summarized below.



Reserves

Reserves and Use of Reserves

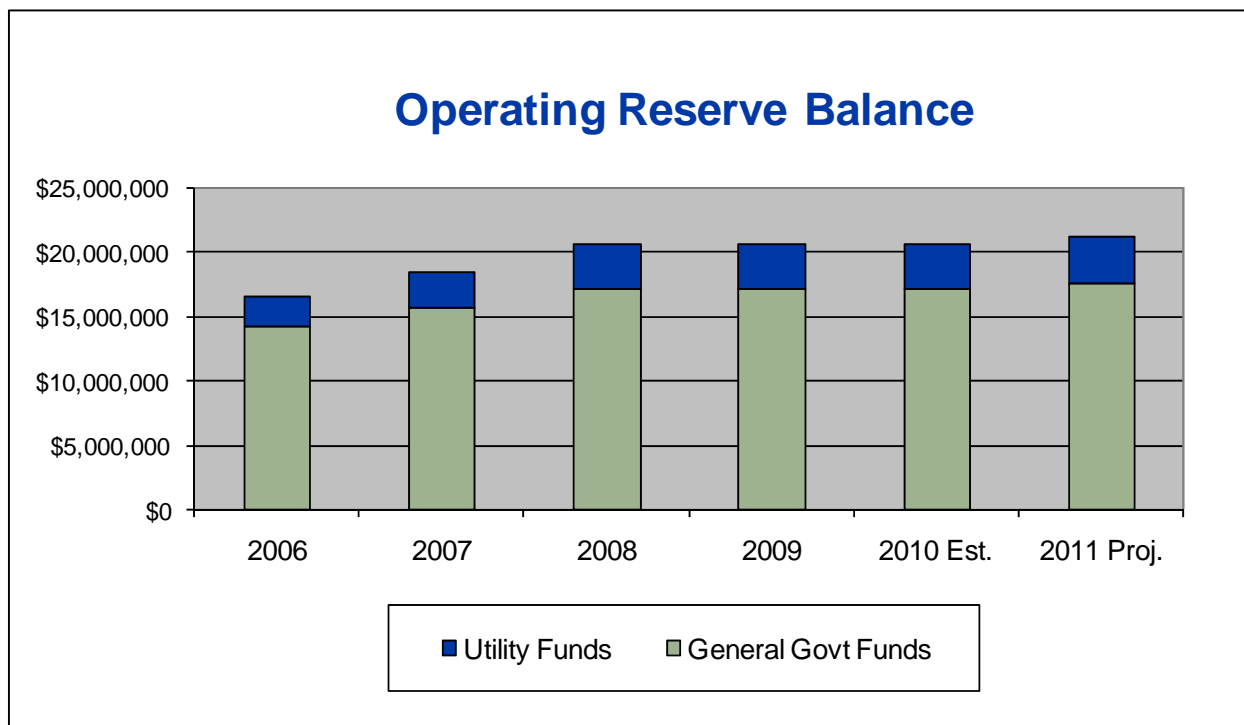
Broomfield maintains reserves. A reserve sets aside funds in the current and past years for the purpose of paying for capital needs, providing for obligations and liabilities, and meeting emergency needs. The following policies guide the set-up and maintenance of reserves.

Reserve Policies

- Maintain operating fund reserves for general government funds at a minimum of 10% of operating expenditures and debt service. The goal is to maintain 16.67% (or two months) of operating expenditures and debt service expenditures.
- Maintain enterprise funds (utility funds) reserves at a minimum of 10% of operating expenditures. The goal is to achieve 16.67% (or two months) of operating expenditures. In addition, utility funds (water, sewer, water reclamation) will maintain fund balances equal to two year's debt service expenditures. Finally, enterprise funds will maintain a reserve to cover "zero" coupon debt required by the sinking funds.
- The primary purpose of these reserves is to protect Broomfield's essential service programs and funding requirements during periods of economic downturn or other unforeseen catastrophic costs.
- City Council approval is required before expending reserves.

Reserve Levels

Broomfield has diligently increased reserves over the past several years. Maintaining a healthy level of reserves ensures the ability to meet capital outlay needs as they arise and provides for some stability in times of economic downturn or emergency. The 2011 Budget meets the reserve policies outlined above by maintaining reserves at 18.64% in the General Government Funds and 21.28-22.84% in the Enterprise Funds.

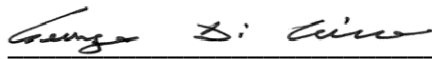


I am pleased to present to you the budget that continues to provide the quality programs and services our residents have come to expect and enjoy, and helps to ensure that the City and County of Broomfield continues to be a great place to live and work. Broomfield is, indeed, a quality community.

Broomfield's financial condition remains stable and strong. The 2011 Budget is balanced, meets all statutory requirements, adjusts to the current economy, and advances implementation of Broomfield's Comprehensive and Long-Range Financial Plans and City Council's priorities.

I want to acknowledge all of the staff members who assisted in the preparation of this comprehensive budget document. Their efforts and professionalism are most appreciated. And, I want to thank the Mayor and City Council for your policy leadership and proud commitment to Broomfield.

Respectfully submitted,



George Di Ciero
City and County Manager

Notes

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Contact Information

Assessor	303-464-5819
City Manager's Office	303-438-6300
Citizen's Assistance Center	303-438-6390
Public Information	303-438-6308
Channel 8	303-438-6354
Website	303-438-6327
Clerk and Recorder	303-464-5819
Central Records	303-464-5819
Motor Vehicle	303-464-5888
Community Development	303-438-6389
Planning	303-438-6284
Engineering	303-438-6380
Building Inspections	303-438-4249
Code Enforcement	303-438-6421
Community Resources	303-464-5803
Paul Derda Recreation Center	303-460-6900
Broomfield Community Center	303-464-5500
The Bay Aquatic Park	303-464-5520
Mamie Doud Eisenhower Library	720-887-2300
Courts Administration	720-887-2100
Finance	303-438-6357
Utility Billing	303-438-6319
Health and Human Services	720-887-2200
Workforce Center	720-887-2201
Public Assistance Benefits	303-464-5855
Public Health	720-887-2223
CSU Extension Office	720-887-2202
Human Resources	303-438-6320
Job Line	303-438-6475
Information Technology	303-438-6204
Police	303-438-6400
Dispatch	303-438-6400
Records	303-438-6420
Animal Control	303-438-6421
Detention Center	720-887-2000
Victim Services	303-438-6429
Public Works	303-464-5803
Environmental Services	303-438-6363
After Hours Emergencies	303-464-6400

Finance Department

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