2015 ANNUAL BUDGET





CITY AND COUNTY OF

BROOMFIELD COLORADO



ON THE COVER are photographs depicting the City and County of Broomfield's Strategic Outcome: Environmental Leadership. From top to bottom, left to right are: Walking Path at Anthem, Staples Building at Interlocken, Fall Colors at Anthem, and Pelicans Basking at the Library Pond.



THE CITY AND COUNTY OF BROOMFIELD

The City and County of Broomfield Logo represents a combination of meanings within one symbol.

First is the stylized “B” in the core of the Logo representing the Citizens of Broomfield.

Next is the inverted ribbon, which forms a triangular shape around the core,

supporting the ideals of Health, Safety, and Welfare for its Citizens.

Last is the ring of text denoting the City and County,

the State, and the Unity of Broomfield as a

Single Community with Common

Goals and Accomplishments.

City and County of Broomfield Government

17th Judicial District
District Attorney
District Court
County Court

Residents of Broomfield

Mayor and City Council

INDEPENDENT AUTHORITY BOARDS
Building Corporation
Housing Authority
Urban Renewal Authority
Arista Local Improvement District

MEDICAL / PENSION BOARDS
Employee Medical Care Plan Board
Employee Pension Board

BOARDS OF THE CITY COUNCIL
Board of Social Services
Board of Health

APPEAL AND FINAL ADMINISTRATIVE DECISION BOARDS
Planning and Zoning Commission
- Building and Construction Board of Appeals
- Zoning Adjustment
- Construction Licensing Board

Personnel Merit Commission
Board of Equalization
Local Licensing Authority

LEGAL, AUDITS AND JUDICIAL
City/County Attorney
External Auditor
Municipal Judge

CITIZEN ADVISORY BOARDS, COMMISSIONS AND COMMITTEES
Broadlands Golf Course Board
Brunner Farmhouse Advisory
Cemetery Committee
Cultural Council
Health and Human Services Advisory
HHS Workforce Investment Board
Historic Landmark Board
Planning and Zoning Commission
Library Board
Open Space and Trails Committee
Parks and Recreation Committee
Public Art Committee

COMMUNICATIONS AND GOVERNMENTAL AFFAIRS DEPARTMENT
303-438-6355
Jennifer Hoffman

Communications
- Public Relations
- Website Administration/Social Media
- Channel 8

Governmental Affairs
- Local/State/Federal

PERFORMANCE AND INTERNAL AUDIT DEPARTMENT
303-464-5821
Bernie Block
- Internal audit and review of organizational processes

ASSESSOR DEPARTMENT
303-464-5819
Sandy Herbison
- Valuation of all real and personal property
- Certification of value to taxing authorities
- Maintain value and boundaries of all taxing authorities
- Produce tax roll

City / County Manager
Charles Ozaki
303-438-6300

Deputy Manager
Kevin Standbridge
303-438-6300

Assistant Manager
Jim Becklenberg
303-438-6300

COMMUNITY DEVELOPMENT DEPARTMENT
303-438-6245
Dave Shinneman

Planning
- Comprehensive and Area Plans
- Development Review
- Growth Management
- Demographic Database

Engineering
- Infrastructure Planning
- Traffic / Transportation
- Development Review
- Infrastructure Inspection

Capital Improvements Program
- Project Design
- Construction Management

Building
- Building Plan Review
- Building Inspection
- Building Code Services

Code Compliance
- Zoning Violations
- Nuisance Complaints

Transportation Management
- Local and Regional Trans-

Housing
- Develop and manage programs for affordable housing
- Manage CDBG Housing Programs

Geographical Information Systems
- Mapping / Surveyor
- Geographic Data
- Live Broadcast of Council Meetings

POLICE DEPARTMENT
303-438-6400
Tom Deland

- Administration
- Patrol
- Traffic
- Investigations
- Crime Prevention
- Community Policing
- Communications Center
- Records
- Training
- Special Events Management
- Animal Control
- Emergency Management
- Responsible for Sheriff
- Court Security
- Jail Management
- Detention Center

HUMAN RESOURCES DEPARTMENT
303-438-6320
Suzanne Smith

- Administration of Personnel Merit System
- Employment Recruitment
- Salary / Compensation Administration
- Employee Benefits
- Administration of Self-Funded Medical
- Employee Training and Development
- Employee Relations
- Job Line
- Volunteer Recruitment and Administration

INFORMATION TECHNOLOGY DEPARTMENT
303-438-6204
Kale Gilmore

Operations - Systems and Networks
- Systems and Network Security
- Server operations and maintenance
- Telecommunications

End-User Tools
- I.T. Help Desk
- Support for other

Applications
- Enterprise Software Maintenance
- Department application support

Geographical Information Systems
- Implements spatial data policies, procedures and standards
- Provides technical leadership, spatial data management, and project coordination to improve the quality and lower the cost of services
- Provide intergovernmental coordination and data exchange

CITY AND COUNTY CLERK DEPARTMENT
303-464-5819
Jim Candelarie

City and County Clerk
- City Council agendas and minutes
- Solicitor and liquor licensing
- City Records
- Board of Equalization Administration
- Mail Room
- Central Supplies
- Courier Service

- Elections
  - Voter Registration
  - Election Administration
- Motor Vehicle
  - Titles and License Plates
- Central Records
  - Document Recording
  - Property Deeds
  - Marriage Licenses
  - Birth Certificates

COURTS ADMINISTRATION DEPARTMENT
720-887-2100
Jackie Smith

- Municipal Court Administration
- County Court Admin.
- District Court Admin.
- Arraignment Schedules
- Court Case Manager
- Coordination with Police Department
- Penalties Administration
- Community Corrections Programs
- Coordination with 17th Judicial District
- Coordination with Health and Human Services Department

FINANCE DEPARTMENT
303-438-6368
Pat Soderberg

Budget
- Performance Management Reporting
- Economic Monitoring

Fiscal Services
- Accounting and Reporting
- Asset Management
- Debt Management
- Cash and Investments
- Payroll

Central Purchasing
- General Purchasing
- Contact Administration

Risk Management
- Property and Liability Insurance Administration

Revenue Management
- Sales and Use Tax
- Property Tax
- Water and Sewer Billing
- Public Trustee

ECONOMIC DEVELOPMENT DEPARTMENT
303-464-5579
Bo Martinez

- Commercial and Retail Development
- Business Retention and Expansion
- Liaison with Business Community and BEDC

PUBLIC WORKS DEPARTMENT
303-464-5803
David Allen

- Street Maintenance
- Parks Maintenance
- Fleet Maintenance
- Facilities Maintenance
- Water System Maintenance
- Sewer System Maintenance
- Storm System Maintenance
- Water Supplies
- Water Treatment
- Sewer Treatment
- Industrial Pretreatment
- Reuse Systems
- Environmental Services
  - Mosquito Control
  - Recycling Water Quality
  - Laboratory Operations

COMMUNITY RESOURCES DEPARTMENT

Recreation Services
Nancy Harrold
303-460-6905
- Recreation Centers
- Recreation Programs
- Facility Planning
- Special Community Events
- Cemetery

Open Space & Trails
Kristan Pritz
303-438-6335
- Planning
- Acquisition
- Management of Open Space Lands

Public Library and Cultural Affairs
Roberta Depp
720-887-2300
- Books and Periodicals
- Education
- Information Access
- Life-Long Learning
- Arts Programs
- Auditorium
- Public Art
- Museums

HEALTH AND HUMAN SERVICES DEPARTMENT
720-887-2200
Debra Oldenettel

Senior Services
- Nutrition Services
- Easy Ride Transportation
- Wellness Services
- Information and Referral

Public Health and Environment
- Health Promotions
- Nutrition Services
- Nursing Services / Immunizations
- Environmental Health Services
- Disease Investigations
- Reproductive Health
- Emergency Preparedness and Response
- Vital Records

Self-Sufficiency, Public Assistance and Employment Division
- Temporary Assistance to Needy Families
- Child Support Enforcement
- Medicaid / Medical Assistance
- Adult and Aging Programs
- Food Stamps
- Low-Income Energy Assistance
- Tenant Based Rental Assistance
- Veterans' Services

Broomfield Workforce Center

Family and Children's Services Division
- Child Protection / Adult Protection
- Child Care Assistance
- Out-of-Home Placement / Foster Care
- Adoptions / Foster-Adopt

CSU Extension

7/7/2014

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.*

Municipal Election Map of The City and County of Broomfield



Randy Ahrens
MAYOR



Dennis Harward



Greg Stokes
Mayor Pro-Tem



Kevin Jacobs



Sam Taylor



Sharon Tessier



Martha Derda



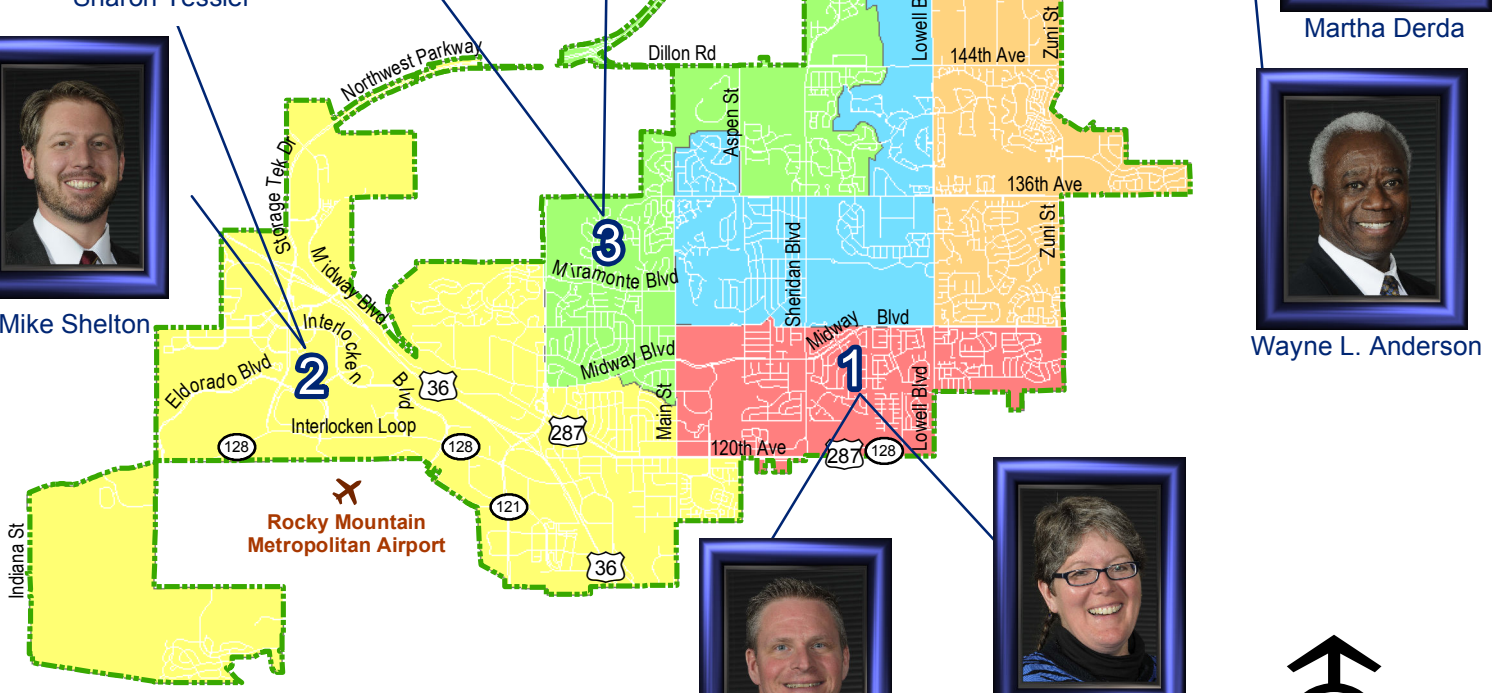
Mike Shelton

Wayne L. Anderson

Elizabeth Law-Evans



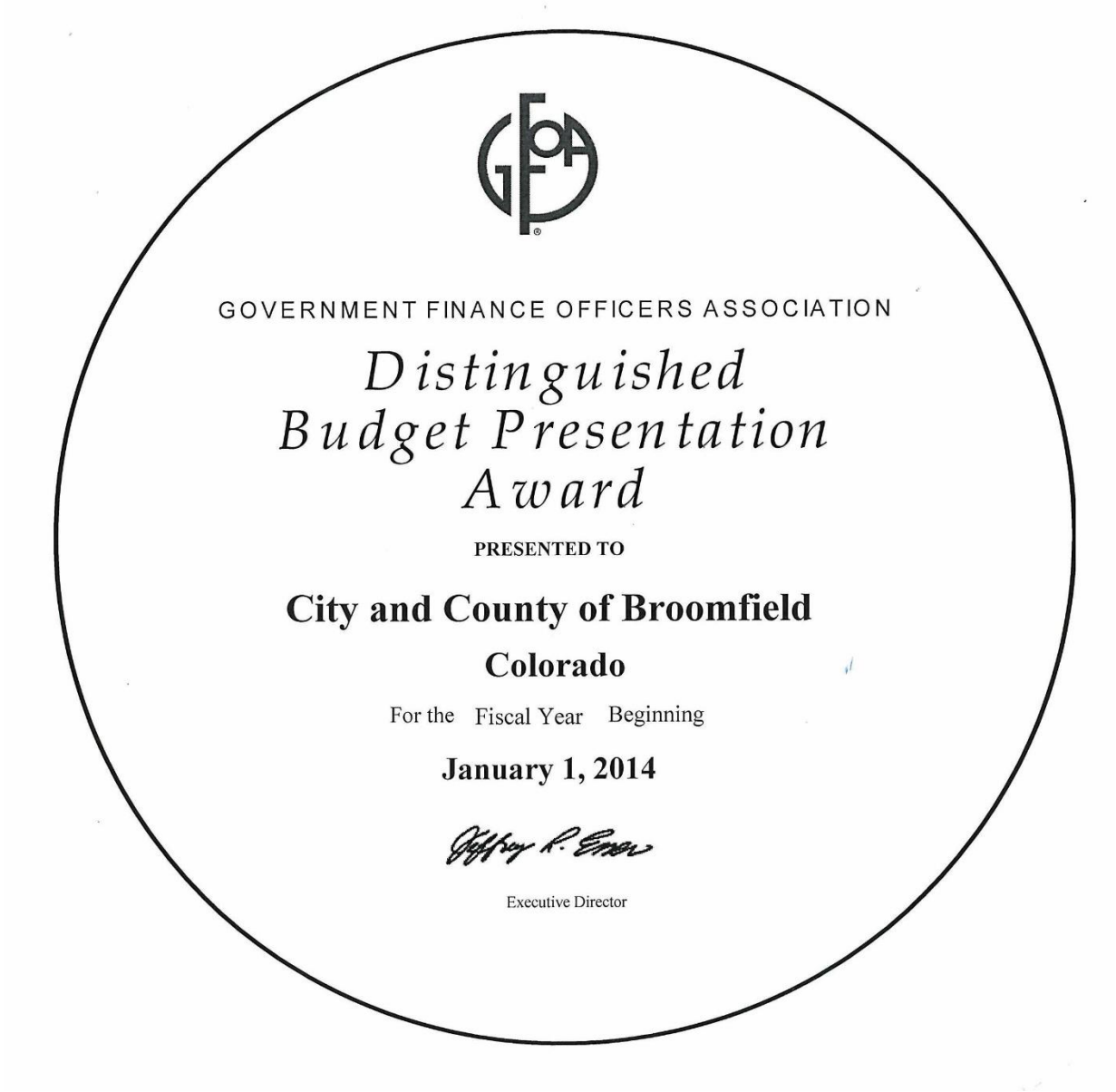
Todd Schumacher



MAYOR AND CITY COUNCIL

MAYOR	Randy Ahrens
WARD 1	Todd Schumacher Liz Law-Evans
WARD 2	Mike Shelton Sharon Tessier
WARD 3	Kevin Jacobs Sam Taylor
WARD 4	Greg Stokes Dennis Harward
WARD 5	Martha Derda Wayne Anderson

CITY & COUNTY MANAGER	Charles Ozaki
DEPUTY CITY & COUNTY MANAGER	Kevin Standbridge
ASSISTANT CITY & COUNTY MANAGER	James L. Becklenberg



The Government Finance Officers Association of the United States and Canada (GFOA) presented an award of Distinguished Presentation to the City and County of Broomfield for its annual budget for the fiscal year beginning January 1, 2014.

In order to receive this award, a governmental unit must publish a budget document that meets program criteria as a policy document, as an operations guide, as a financial plan, and as a communications device.

This award is valid for a period of one year only. We believe our current budget continues to conform to program requirements, as we are submitting it to GFOA to determine its eligibility for another award.

READER'S GUIDE

The budget is intended to address many different audiences, both internally and externally. It serves as a policy document, financial plan, operational guide, and a communications device. It has been formatted to enhance readability and provide users with extractable sections that can stand on their own. The document is intended to reflect the emphasis that the City and County of Broomfield places on excellent services delivered in an efficient, respectful, and courteous manner. These services are intended to enhance and protect the quality of life that Broomfield citizens have enjoyed and have come to expect.

Changes from the Previous Year

Changes continue to be made to the document as the organization further incorporates performance management data and responds to a changing business climate. This organization is in partnership with the community to reinvent government for the delivery of excellent and efficient service with less bureaucracy. It is challenging to reflect these changes in a multi-year format that is meaningful to readers. We have attempted to mold our document to reflect changes appropriately and to display the pride with which Broomfield charges into the future, using innovation to meet the needs of our citizens.

Budget Document Organization

The City and County Manager has written a **Budget Message** that provides an excellent overview of the 2015 Budget. The budget message includes information about the issues for the upcoming year and short-term factors that influence the decisions made in the development of the budget.

The **Broomfield at a Glance Section** provides background and historical information about Broomfield. It also provides statistical community information, such as population, top ten employers, and economic indicators.

This budget has been developed based on strategic directives and guidance from City Council, which have been consolidated into seven citywide Strategic Outcomes, for planning purposes. They are described in the **Outcomes Section**, highlighting key departmental goals and benchmarks related to each one.

The **Fiscal Policies/Overview Section** explains financial policies, Council priorities, the budget process, and debt related issues. It provides detailed information on the economic outlook, major revenue sources, and the large expenditure components. It also explains the policies regarding the operating and debt service reserves, as well as the trends seen in each accounting fund.

The **Fund Summaries Section** provides information on the appropriated funds. This section describes the purpose of each fund, along with a financial summary with beginning and ending balances.

The **Tables Section** includes summary financial data with sources and uses of funds for three budget periods: prior year actual, current year, and budget year. This section also includes a full-time personnel component. Each of the tables is color coded to assist with clarification regarding the organizational segment: City in blue, County in orange, and Total City and County in yellow.

The **Department Details Section** includes detailed sheets for each department and division. While the Tables Section provides information arranged by fund, this section is arranged by function and is intended to provide users with accessible operating information for each department and its respective divisions, regardless of the fund in which they are budgeted.

READER'S GUIDE continued

Each department summary includes its mission statement, a description and list of services, its location, and contact information. This is followed by a financial summary by account type and division. The Personnel expenditure line includes the cost of salaries, payroll taxes, and benefits for full-time, part-time, and temporary or seasonal positions in the division. Supplies are defined as consumables and small equipment (unit cost of less than $5,000). Services include travel and training, utilities, repair and maintenance costs, professional organization dues, printing, and postage. Capital outlay includes equipment purchases in excess of $5,000 per unit. Generally, new equipment purchases are found within division budgets and replacement equipment is found within the Asset Replacement Fund. All capital equipment to be purchased for the year, whether new or replacement is listed in Appendix B of the budget document.

Following the financial table is a position summary table, stating the full-time equivalent (FTE) count for full-time and part-time positions. An FTE is a unit of measure of Broomfield employees. It refers to the equivalent of one person working full-time for one year and is calculated by dividing the number of hours budgeted into the total hours for a regular full-time employee (2,080). FTE counts include all part-time regular positions, but exclude temporary or seasonal positions. Significant changes in the budget are described next, as a tool for the reader to understand why a department's needs may vary from year to year. Additions, reductions, or shifts in allocations between divisions are identified here.

The **Capital Improvements Projects Section** is provided to describe projects included in the budget. The project sheets include a project description, five-year expenditure plan, and the impact projects may have on the operating budget.

The Broomfield Urban Renewal Authority (BURA), Building Corporation, Housing Authority, and Arista Local Improvement District are separate entities. The boards of directors for these organizations are composed of City Council members. City employees serve as staff for these organizations, and the same policies apply to their separate budgets. They are presented in this document as a matter of convenience.

The **Appendices** are a collection of schedules and topic-specific information. Included in the appendices is information regarding internal service charges; equipment purchases; intergovernmental and community outlays; senior services programs; explanation of interfund activity; a consolidated listing of grants and outside sources of funds; City Council Priorities; Comprehensive Plan goals; a summary of the 2013 Long Range Financial Plan; Service, Efforts and Accomplishments (SEA) by division; a summary of the 2012 Citizen Survey; an FTE summary; and a glossary of terms and acronyms.

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CITY AND COUNTY MANAGER
One DesCombes Drive • Broomfield, CO 80020 • 303.438.6300 • www.broomfield.org

BUDGET MESSAGE

TO: Mayor and City Council

FROM: Charles Ozaki, City and County Manager

SUBJECT: 2015 Proposed Budget for the City and County of Broomfield

DATE: January 1, 2015

INTRODUCTION

I am pleased to submit to you the 2015 Budget for the City and County of Broomfield. It continues Broomfield's tradition of fiscal responsibility and sustainability. The budget is balanced, continues high-quality services to Broomfield citizens, and maintains operating reserves above the target of 16.67% of planned operating expenditures. The 2015 proposed total Revenue Budget for the City and County of Broomfield, including transfers from reserves, is $243 million. Overall, total uses of funds for 2015 are projected at $248 million. The uses of funds include planned use of prior year's accumulated Operating fund balance to pay for Capital projects on a pay-as-go method. This is less than a one percent change from the original 2014 budget of $247 million, and a decrease of 20.45% from the 2014 Revised Estimate of $312 million. The chart below provides additional information regarding the change from the 2014 Revised Budget to the proposed 2015 Budget.

Sources and Uses of Funds	Revised Budget 2014	Budget 2015	Budget % Chg 14 Revised 2015
Sources of Funds			
Revenue and Transfers In			
Governmental Operating Funds	$ 102,222,107	$ 105,517,845	3.22%
Governmental Capital Funds	74,727,938	47,414,309	-36.55%
Debt Service Funds	7,631,373	7,634,476	0.04%
Utilities Funds	65,475,835	62,941,436	-3.87%
Employee Benefit Funds	19,740,366	19,910,262	0.86%
Total City and County Revenue	269,797,619	243,418,328	-9.78%
Roll Forward of CIP Project funding and		-	
Planned use of Fund Balance	41,954,477	4,591,919	
Total City and County Revenue	**$ 311,752,096**	**$ 248,010,247**	**-20.45%**
Uses of Funds			
Expenditures and Transfers Out			
Governmental Operating Funds	$ 109,461,469	$ 107,729,457	-1.58%
Governmental Capital Funds	103,144,246	51,757,885	-49.82%
Debt Service Funds	7,623,070	7,625,976	0.04%
Utilities Funds	78,826,051	68,963,608	-12.51%
Employee Benefit Funds	12,697,260	11,933,321	-6.02%
Total City and County Expenditures	**$ 311,752,096**	**$ 248,010,247**	**-20.45%**

BUDGET CONTEXT

Broomfield has rebounded from the Great Recession and is growing in population and economy. The vitality of the U.S. Highway 36 Corridor has brought new employers, such as Aircell/GoGo Inc., SCL Health, and Ecosys with high quality jobs. Over the last two years, Broomfield has added 1,800 new jobs. Broomfield was recognized by CNN Money as one of the Top 25 counties for "Where the Jobs Are" and was listed in the "Top Five U.S. counties with the highest number of companies per capita" by Inc. Magazine. Moving forward, the city is working with several new office, industrial and commercial users including the corporate headquarters of SCL Health who are looking to build and expand operations in Broomfield. To support the economy, since 2012 Broomfield has nearly 3,000 new multi-family housing units either constructed or approved and 940 single-family units rounding out neighborhoods such as Anthem, Silverleaf and Lambertson Farms. With this growth, the retail base continues to expand, although it is shifting. In the last three years, new retailers have filled 138,500 square feet of existing and new retail space, including At Home and the shops and restaurants at Broomfield Corners. At the same time, several Broomfield mainstay retailers, such as K-Mart, Hobby Lobby and Safeway have closed or relocated. Importantly, though, through all of this change, Broomfield's retail base continues to grow, with sales tax revenues projected to reach an all-time high of $49.8 million in 2015.

The 2015 budget provides funding to update the 2005 Comprehensive Plan that will guide future development and complement the recently updated Long Range Financial Plan. The budget also programs funds for planned capital projects, allows for acknowledgement of staff's commitment and efforts, invests in technology for improved productivity, and maintains important reserves in preparation for the next potential economic downturn. In addition, it recommends additional resources, including 8.75 additional Full Time Equivalent (FTE) positions, to ensure that the growth underway is managed effectively for the long-term. These positions are the most strategically important of those requested by departments. If these are approved, Broomfield's total staffing level will remain lower than the level in place prior to the reductions made in response to the recession.

2015 KEY FINANCIAL STRATEGIES

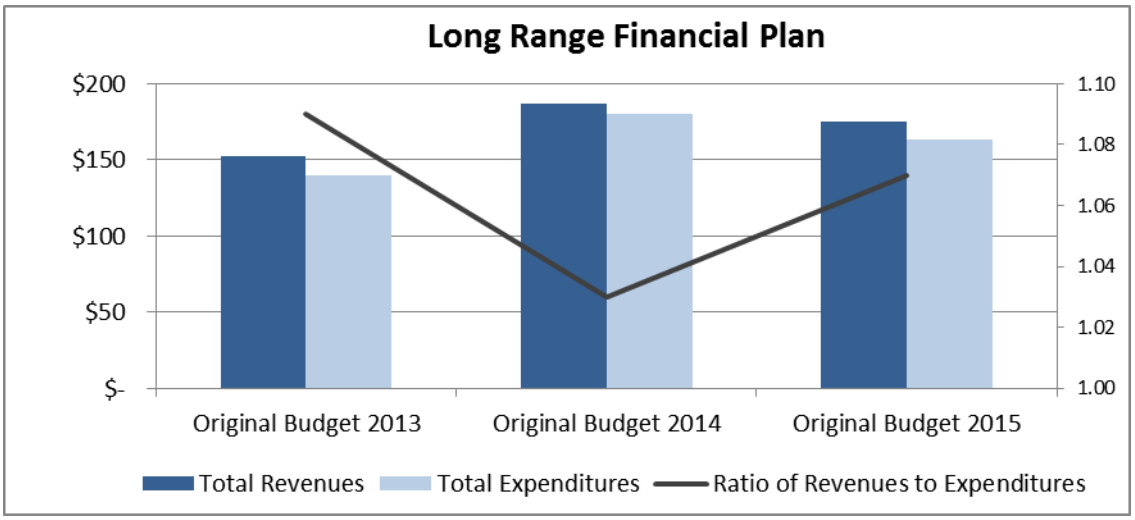
Key financial strategies accomplished with the proposed 2015 Budget are listed below, many of which are described in greater detail subsequently in this message:

1. **General Governmental Funds operating budgets are balanced, with ongoing revenues exceeding ongoing expenditures and debt service obligations.** City Council has the most discretion over these funds, which can be most subject to changing economic conditions. These are also the funds that provide for most basic services.

2. **The Five-Year Forecast for General Governmental Operating Funds indicates current service levels are affordable over the five-year forecast period.** The forecast draws on our most current understanding of economic trends and long-term costs to yield an indication of relative budget health on a five-year timeframe. Based on current economic projections and operating costs, Broomfield can live within its means, with revenues exceeding expenditures every year of the forecast. The forecast also supports transferring funds to the Capital Funds to support cash funding of the new Public Works Service Center facility and building a reserve to fund improvements to 144th Ave/Dillon Road.

3. **The proposed 2015 Budget reflects a positive Long Range Financial Plan (LRFP) ratio of revenues to expenditures.** As noted in the chart below, the ratio of revenues to expenditures for General Governmental Funds for the proposed 2015 budget is 1.07. This ratio indicates that recurring operating expenditures (net of one-time transfers and costs) are covered by recurring operating revenues, which means that carry-forward fund balances are not required to support on-going operations. The 2009 Long Range Financial Plan projected that Broomfield would eventually grow into a 1.08 ratio at build-out. In 2013 the LRFP was

updated. While the annual ratio based on the 2013 budget was 1.09 and the 2014 Budget was 1.03, the projected ratio at build-out remained at 1.08.



4. **The 2015 budget allocates the necessary funds for capital improvements, as identified in the proposed capital improvements project plan, with no new debt required.** The Capital Plan includes funding for phased improvements to 144th Ave/Dillon Road, construction of the new Health and Human Services (HHS) building, reserve funding for a new Service Center, capital repairs and maintenance for the Community Center, and the continuing phased improvements at The Bay, with funds in 2015 to begin design for renovation of the locker rooms and office/concessions building.

5. **The proposed budget provides funding to restore 8.45 Full Time Equivalent positions (FTEs) to maintain existing service levels.** During the recession, over 26 positions were eliminated. In 2013, eight positions were added and eight additional FTEs were restored in the 2014 budget. The 2015 Budget adds a net increase of 8.45 FTEs, as noted above, which add hours to existing part-time positions, creates new part-time positions and new full-time positions where necessary to keep up with community growth and increasing workload demands. Even with the requested additional positions, the aggregated number of FTEs per 1,000 residents will have decreased from 13 in 2008 to 11 in 2015.

6. **The proposed 2015 Budget continues to include funding to pay down liabilities for the closed General Employee Defined Benefit Pension plan.** The 2014 actuarial report indicated the unfunded actuarial liability for this plan is $6.8 million and calculated a 10-year amortization schedule for funding of this liability. While this amount changes year to year, based on the market value of the plan investments, the proposed budget includes a $924,000 payment into the plan, which is equal to the actuarial estimate of the annual amount required to retire this liability over a 10-year period. This estimate is updated each year to respond to market conditions and activity within the plan (e.g. benefit withdrawals).

7. **The proposed budget includes funding for health insurance for part-time employees as required under the federal Affordable Care Act.** Effective in 2015, Broomfield must provide the opportunity to participate in group health insurance to all employees who work an average of 30 hours per week during the prior 12 months. The proposed budget includes $306,000 for health insurance premiums for 38 eligible employees. This may prove to be a conservative estimate, as staff expects that not all eligible employees will participate, due to other health insurance arrangements.

COMMUNITY OUTCOMES AND KEY INITIATIVES FOR 2015

Budget goals and initiatives funded in the budget are based on City Council direction received at Council meetings, plus a number of other planning documents including City Council priorities (as established at Council's annual focus session), the Comprehensive Plan, and statements of mission and values. Taken together, these documents contain more than 90 goals, many of which are overlapping in purpose or closely related. To facilitate clearer budget communication, staff has distilled the numerous goals from the range of plans into seven "outcomes," which are intended to be inclusive of all other goals and communicate the basic purposes of City and County government in simple and clear terms that are meaningful to Broomfield residents. These outcomes are:

- Safe community
- Economic vitality
- Health, leisure, and educational opportunities
- Facilities and effective transportation infrastructure
- Self sufficiency
- Environmental stewardship
- Responsive and fiscally responsible government

Each of these outcomes is described below, along with key work plan initiatives for 2015.

Safe Community: Safety for residents, businesses, and visitors. In 2014 the Police department will engage in the search for a new Police Chief to replace Chief Deland, who retired after 37 years of service. The Department will continue to employ community policing strategies that emphasize proactive neighborhood engagement, prompt response to crime concerns of all seriousness, and youth engagement and education.

The budget includes funding to continue implementation of a new Police Information Management System. The system will provide the backbone for police communications, operating procedures, and data management, and will replace an outdated, 15 year-old system implemented when the population was approximately 35,000 and before Broomfield's inception as a county. The new system is planned to go live in spring 2015.

In addition, the proposed 2015 Budget includes funding for one additional Patrol Officer, replacement of several Police vehicles, including the SWAT van, upgrades to satellite stations at the 1STBANK Center and the FlatIron Crossing Mall, and more efficient and effective investigation technology.

Open Space and Trails division continues to provide innovative programs and education to help citizens coexist with wildlife in Broomfield. Additional interactive website maps and information kiosks at trailheads will be developed during the next year. The division will continue to provide educational events and volunteer opportunities for citizens regarding various open space topics. The 2015 Budget includes $70,000 for Bikeway connections and signs at U.S. Highway 36.

Broomfield is still experiencing an increase in the construction of single- and multi-family residential units with over 1,000 housing starts anticipated during 2014, and over 1,300 projected for 2015. As a result, an Engineering Construction Inspector position and increased staff hours for administrative support have been recommended in the 2015 Budget in the Community Development department. This supports Broomfield's priority goal of safe buildings and infrastructure within the community.

Economic Vitality: A balanced and sustainable economy with housing, employment, and shopping opportunities. The Economic Development Strategic Plan continues to be updated for economic development success in Broomfield. The plan encompasses seven strategic plan priorities that represent the short- and long-term aspirations of our community.

In 2015, the Economic Development Department will continue to focus on projects and initiatives that promote the economic vitality of Broomfield by:

- Business Retention & Expansion – Staff will continue to work with existing businesses to ensure retention of the local employment and tax base, support expansion plans that add jobs and private investment, and enhance the local business climate in partnership with Broomfield-based companies
- Business Attraction – Staff will be working in partnership with Atlas Advertising to launch a marketing campaign designed to build awareness of Broomfield and increase attractive project opportunities. Additionally, staff will work with local business persons, property owners, developers, and brokers to attract unique retail and dining experiences for the community
- Entrepreneurship & Small Business Development - In an effort to foster entrepreneurship and small business growth, Broomfield will continue to partner with the Broomfield Chamber of Commerce, North Metro Small Business Development Center, and the Broomfield Business Resource Center to provide programming and resources to support the creation and sustainability of small business
- Redevelopment & Reuse – Staff will continue to work with property owners and developers to accomplish the successful re-use of the K-Mart, Flatiron Marketplace, and Safeway properties; identify and implement strategies to improve and enhance key retail districts; and work to implement the Civic Center plan
- Economic Development Strategic Plan – Continue to implement and update the strategic plan in partnership with our public and private sector partners

Based on projections made in August 2014, staff expects single and multi-family units to continue to show growth, indicating a steady recovery. In 2012, housing starts grew to 1,912, of which 1,777 were multi-family; in 2013 housing starts were 898. The revised projected total for housing starts in 2014 is 1,126: 478 single-family and 648 multi-family. The projection for 2015 is 442 single-family and 886 multi-family for a total of 1,328. Due to this growth and increased workload in Community Development, limited additional staffing is being recommended for Community Development Department, as indicated above.

Health, Leisure, and Educational Opportunities: A broad spectrum of opportunities for recreation, culture, education, and entertainment for all residents. The 2015 budget continues programs that perhaps most characterize Broomfield's quality of life, including the Mamie Doud Eisenhower Public Library, recreation centers and programs, open space and parks, and the Broomfield Auditorium. At the library, public demand for more materials and technology are driving the 2015 work plan. The budget will allow the library to expand its collection of e-books, DVDs, and downloadable audio books, and continue the upgrade work with the Library Consortium. The budget includes funding for increased hours for staff who work directly with young children in Broomfield's Early Learning and Parenting Outreach program. Funding is also included for replacement of the public service desk in the Children's library, an updated circulation workstation, and increased seasonal hours for the Summer Reading Program.

Several of Broomfield's key artistic and historic facilities are proposed to receive attention in 2015 to position them for continued success in the future. Improvements to the Broomfield Auditorium's backstage area will be completed in 2015, including a storage room for the Grand Piano. The budget also includes funding for new scheduling software for booking the Auditorium rentals.

Staff also completed a historic assessment of the Depot Museum in 2013, which provided a basis for restoration planning. The 2014 and 2015 Capital Budget includes funding for structural improvements needed to stabilize the building. Grant funds have been received to help fund the project. The budget also includes increased funding for temporary staffing, which will help to continue the efforts to professionally inventory and catalogue the museum's collection.

Public Health has continued funding to help promote practices, policies, and programming to support healthy eating, active living, and prevention of chronic diseases. Public Health partners with the North Metro Fire and Rescue District to provide free car seats to low-income families and sponsors educational events to help the public learn to property secure and use car seats. The Public Health Nursing division has funding for

vaccinations and immunizations for children and adults. The HOPE program, which has been very successful in the past, will continue to be funded in 2015. This program provides home nursing visits to pregnant women and newborns deemed at risk. Funding for the Substance Abuse Intervention program provides services at Broomfield High School and in the community. The program was started with federal grant funds, and the county has continued to fund it after the grant ended.

City and County recreation programs are a hallmark of life in Broomfield. The 2015 budget continues funding for a broad range of programs aimed at meeting the recreation and fitness needs of a multi-generational population, including $51,000 for additional temporary staffing for the Summer Camp program, and funding for renovation of the locker rooms at The Bay and Broomfield Community Center.

The Broomfield Community Center requires a number of maintenance improvements to comply with safety and customer service standards. In 2015, improvements to the HVAC system, the lobby, the elevator, and storage areas are recommended. Recreation program popularity is on the rise and Broomfield staff is equipped to meet it head-on. Monthly passes at the Paul Derda Recreation Center have spiked significantly since staff revised the pass program to include child sitting.

The Capital Budget includes several improvements to parks and trails. To keep playgrounds safe and attractive for families, the budget includes funding to replace aged equipment at several parks and adding shade shelters at Anne Crouse Park and Bronco Park. Improvements to the amenities and landscaping at Tom Frost Reservoir are proposed, and the third pod at Broomfield County Commons will be developed with athletic fields in artificial turf to allow year-round use.

Facilities and Transportation Infrastructure: Safe, well-maintained and attractive facilities, streets, and utilities. Infrastructure maintenance is a fundamental responsibility for City and County government. Simultaneous and detailed attention to the less visible underpinnings of the system, such as street sub-grade and water pipes; and aesthetic elements, such as landscaping, trails, and open space, contribute to Broomfield's character and quality of life. The 2015 budget continues funding for maintenance of all streets, parks, utilities, facilities, traffic signals and signs, and all of the equipment required to deliver these services. Highlights include:

- Joint funding proposal with RTD to expand the Call-n-Ride program to northeast Broomfield. The proposal is a three-year agreement in which Broomfield will pay 30% of the cost of two new Call-n-Ride buses and operating costs. At the end of the three-year period, RTD will evaluate the ridership to determine if the program should be continued; if it is continued, RTD will fund it 100%. If the program is not continued, Broomfield will have option to purchase the buses for a nominal fee to be use for any purpose such as continuing the routes (Broomfield paying 100% of the cost) or as additional or replacement for Senior Services Easy Ride buses;
- Funding for 2015 improvements for 144th/Dillon Road and transferring an additional $2 million from general governmental operating revenue to the Transportation Reserve to cash fund the required $10 million improvement planned for 2018 and continuation of the Lowell Blvd. improvements;
- Completion of design and construction for the new Health and Human Services building in 2015 and continuing to build reserves for the next planned facility the Service Center;
- Continuing the pavement preservation program with $3.5 million allocated for 26 miles of street resurfacing work to extend the pavement's useful life;
- Replacing approximately 5,000 feet of aged and deteriorating water mains;
- Building upon the recently completed City and County building condition assessments to plan and prioritize future maintenance. The 2015 Budget includes funding HVAC replacement, carpet replacement, security enhancements, and storm drainage improvements.

Self Sufficiency: Assistance for individuals and households requiring basic and temporary health and financial assistance. Council has provided direction that the top priority for Broomfield's facility needs is a new Health and Human Services Building. The existing facility is undersized for the client services the

department provides. The Capital Improvement Plan (CIP) funded the initial design of the new facility in 2014, and includes the estimated cost of construction, which will start in 2015.

The Affordable Care Act continues to have an impact on the Health and Human Services Department by increasing the need to help the public understand the Health Insurance Exchange and increased eligibility issues for Medicaid benefits. To support these needs, federal and state grant funds have been awarded to continue one limited appointment position added in 2014. In 2015, 1.0 additional FTEs is being proposed.

Senior Services has also experienced an impact as Broomfield's demographic shifts toward an increasing senior population. The latest information from the U.S. Census shows the senior population in Broomfield at 11.8%; DRCOG is estimating Broomfield's senior population will grow to 20% of the total population at buildout. Grant funds were received in 2014 and 2015 to help fund a new software project to help with regional senior transportation scheduling and replacement of a vehicle and bus. In both 2014 and 2015, drivers' hours are proposed to be increased to expand the Easy Ride service hours to keep up with demand.

The Broomfield Housing Authority will continue to provide assistance for low- and moderate-income residents through various programs: Tenant Based Rental Assistance, Housing Weatherization, and Home Repair and Rehabilitation.

Environmental Stewardship: A regional leader in environmental stewardship, open space preservation, and water resources management. Planning for future water resource needs is of paramount importance for Broomfield's future. In 2014, Public Works completed a water conservation plan and offered water audits and incentives to citizens to install low-use water appliances; these programs will continue in 2015. They also completed water irrigation audits on many City and County parks. In 2014, two limited appointment positions were added to help upgrade Broomfield's irrigation systems to improve efficiencies; these positions will continue into 2015. The Solid Waste and Recycling division budget also includes increased funding in the amount of $25,000 for the Spring Clean Up program. This program allows citizens to put to the curb large and hard-to-dispose-of items for trash and recycling pickup. This is one of several solid waste management programs Broomfield offers free of charge to citizens.

The Parks department has several initiatives in 2015 including funds to help battle Emerald Ash Borer (EAB) that is expected to affect as many as 4,300 trees. The proposed budget includes funds to replace trees less than 8" diameter, increased cost for pruning and trimming, and treatment cost needed to save large trees. The capital budget includes funds to add a second tree branch recycling center to be located near the Service Center.

In 2015, staff will coordinate with the Municipal Subdistrict of the Northern Colorado Water Conservancy District and other participating entities to complete the federal permitting phase of the Windy Gap Firming Project. This project is necessary to meet future water demands at build-out.

The 2015 proposed budget includes additional funding to upgrade the electronic meter reading system to improve efficiency in Utility Billing. It also includes additional funding to pay for credit card processing that allows citizens to pay their utility bill online.

The City and County continually works to improve wastewater treatment facilities. The 2015 budget includes funding for the first phase of a project to renovate several elements within the treatment plant. These include an air quality monitoring system, process cover replacements, and new equipment purchases. State grant funding in the amount of $1 million was received to help fund the new water quality standards project. In addition to the grant funding, additional dollars for the first phase of these improvements were generated through an Environmental Compliance Fee (ECF) that is billed to customers of the sewer fund on a monthly basis.

Broomfield continues its commitment to open lands with the 2015 budget. The Comprehensive Plan sets a goal that 40% of Bromfield's planning area is to be designated as open lands. Currently, open lands comprise 33% of the planning area. The 2015 Capital Improvements Program Budget allocates $2,196,700 for trail links

that will enhance residents' experience of open space. Staff continues to strategically consider property acquisitions that improve the system of open lands as Broomfield continues to grow.

Responsive and Fiscally Responsible Government: Innovative, responsive, efficient and fiscally responsible government. Broomfield strives to incorporate these values into all services. A number of initiatives for 2015, however, are directly intended to reinforce these values and enhance the City and County's communications with the community. In 2014, the Communications and Government Affairs department was reorganized to more effectively meet the community's evolving expectations for multi-channel communications and engagement. The department jump-started social media strategies and updated the City and County's branding and graphic design. The Human Resource department is expanding its recruiting process to include a broader use of LinkedIn and other social media.

The Assessor department hired a new Assessor during 2014 following the retirement of the prior Assessor. The 2015 budget requests one additional assessor position plus hardware, software and training to help the staff work more efficiently and keep up with growth.

After the November 2013 election, the City and County Clerk Department, with consulting assistance, conducted a thorough review of its practices and updated its procedures manuals and training materials to provide more consistent training and understanding of election participants' roles. The 2015 budget requests another full-time Election Technician (for a total of 3 full-time staff) to ensure that all election responsibilities may be met during the election cycle, that important details do not fall through the cracks, and that Broomfield has enough resources to remain in close contact with the Secretary of State's Office as legislative and other changes occur.

The rapid pace of technology development is requiring the City and County to carefully plan for implementation of new technologies that make the workplace more efficient and effective while improving service quality. In 2014, the Information Technology department added a Business/Systems Analyst position and began a strategic planning process to identify and recommend key technology investments to the City Council that will be required over the next five years to help Broomfield optimize its use of technology and meet the community's evolving demands for service. For 2015, a new Project Manager position is recommended as a first step toward a more robust project management infrastructure that can assure systematic, high-quality software contracting and implementation and support the organization's sharply increasing demands for technology. Staff plans to propose a study session for early 2015 to more fully engage the City Council regarding major technology initiatives and the resources needed to ensure success.

Broomfield is training a team of existing employees from a range of departments in "Six Sigma/Lean" business process improvement techniques to help facilitate innovation and improve effectiveness and efficiencies. Currently the Broomfield Improvement Team (BIT) has helped lay the groundwork for several software projects by facilitating a program to map the current process and develop the desired future process.

TOTAL 2015 BUDGET

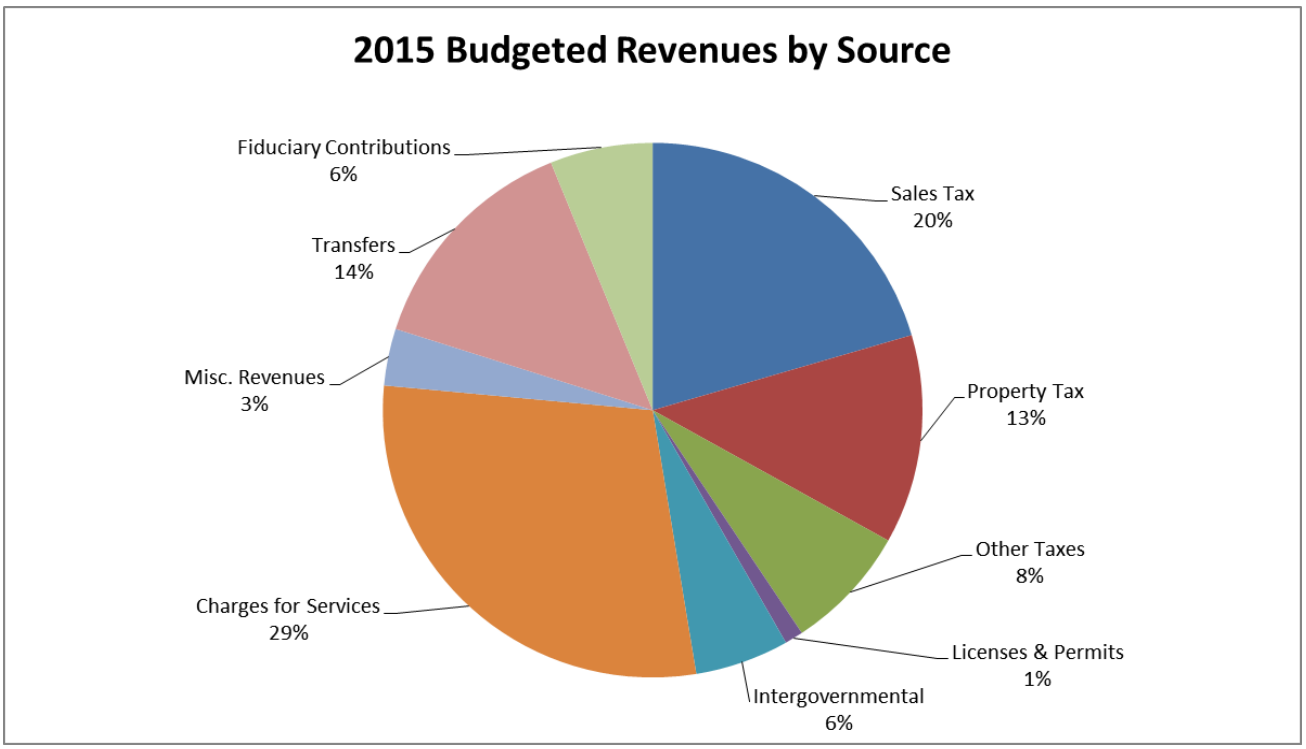
The 2015 proposed total Revenue Budget for the City and County of Broomfield is $243 million. Overall, total uses of funds for 2015 are projected at $248 million.

	Budget 2015				
Fund	Beginning Fund Balance	Revenues	Total Sources	Expenditures	Ending Fund Balance
Total Governmental Operating Funds	$ 3,492,006	$ 105,517,845	$ 109,009,851	$ 107,729,457	$ 1,280,394
Total Governmental Capital Funds	$ 15,266,563	$ 47,414,309	$ 62,680,872	$ 51,757,885	$ 10,922,987
Governmental Debt Service Fund	$ 148,198	$ 7,634,476	$ 7,782,674	$ 7,625,976	$ 156,698
Total Utility Funds	$ 77,765,907	$ 62,941,436	$ 140,707,343	$ 68,963,608	$ 71,743,735
Total Benefit (Employee Retirement and Health Insurance) Funds	$ 103,017,098	$ 19,910,262	$ 122,927,360	$ 11,933,321	$ 110,994,039
Total City and County Funds	$ 199,689,772	$ 243,418,328	$ 443,108,100	$ 248,010,247	$ 195,097,853

Subsequent sections of the budget message provide additional explanation for the funds that support almost all City and County activities: General Governmental Operating Funds, General Governmental Capital Funds, and Utility Funds. These sections contain additional important details, such as the amounts intentionally accumulated in previous years planned for capital projects transfers or expenditures in 2015.

MAJOR REVENUES

The chart below shows that three sources account for nearly two-thirds of the total revenues in the 2015 budget: charges for services (29%), sales taxes (20%) and property taxes (13%).



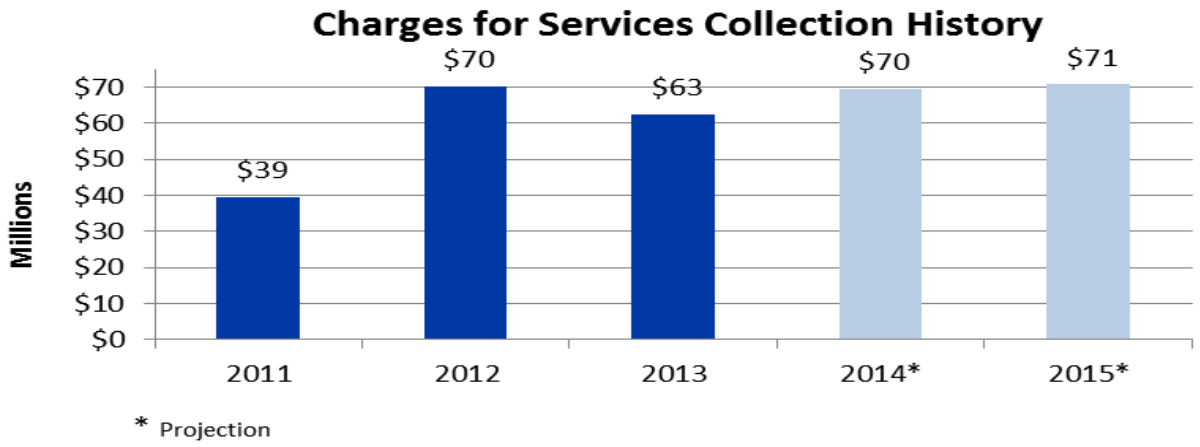
Importantly, the purposes for these revenues, and their corresponding allocation by fund, are either guided by City Council policy, in the case of property tax and sales tax, or by ordinance or state law, as is the case for utility charges for service. The following table shows the resulting allocation of the largest revenues by major fund group:

	Charges for Services	Sales Taxes	Property Taxes
General Governmental Operating Funds	12,628,223	26,079,852	27,007,678
General Governmental Capital Funds	-	23,739,915	3,769,211
Utility (Water and Sewer) Funds	58,116,710	-	-
Total	**70,744,933**	**49,819,767**	**30,776,889**

This next section of the budget message describes trends and projections for the largest revenue sources:

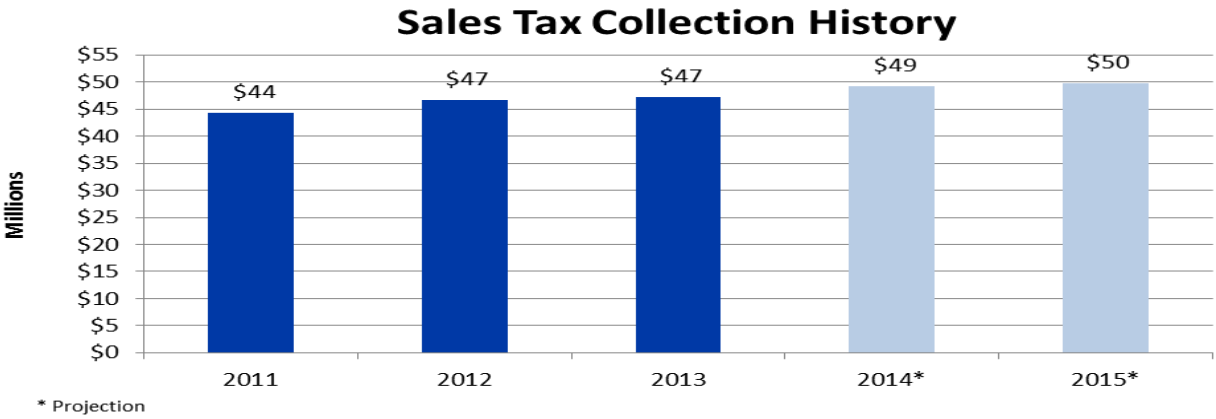
Charges for Services Revenues

Charges for Services revenue comprise approximately 29% of the total revenues expected to be collected in 2015. These revenues are projected to remain flat when compared the 2014 Original Budget amount (1.61% increase over the 2014 Revised Estimates). This is mainly due to no rate increase for revenue from water and sewer license fee or service charges. The last rate increase was in 2013.



Sales Tax Revenues

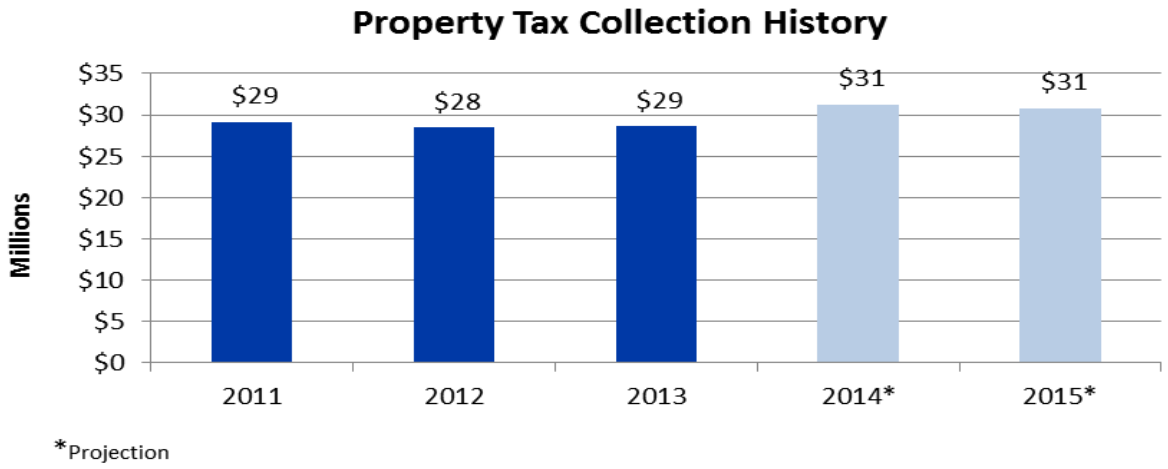
Sales tax revenues are projected to total $49.8 million in 2015, representing approximately 20% of the total revenue expected to be collected. This amount is 2.6% higher than the 2014 Original Budget and 1.3% higher than the projected 2014 Revised Estimate (which updates the 2014 Original Budget based on actual 2014 revenues realized through July and trending of revenues from major retail sectors). For its Fiscal Year 2014/2015 budget, the Office of State Planning and Budgeting estimates a 4.0% sales tax increase statewide over the prior year. Broomfield's projection assumes only slight growth in sales from existing retailers, recognizing continued competition from recent development in surrounding communities and limited new retail. The 1.4 million sq. ft. Flatiron Crossing Mall continues to contribute a substantial portion of sales tax revenues to the City and County, equivalent to 34% of Broomfield's total. Sales tax revenue generated from citywide retailers represents 52% of the total, and retailers in other specific development areas represent 14%.



Property Tax Revenues

Property tax revenue is approximately 13% of the total revenues expected to be collected in 2015. Colorado statutes require property reappraisal every two years. The last reappraisal occurred in 2013 for taxes that were paid in 2014; the next reappraisal will be conducted in 2015 for taxes to be paid in 2016. Also, in 2014, new construction projects were initiated, mainly multi-family residential units; these projects will not be fully reflected on the tax roll until 2016. For these reasons residential 2015 property tax revenue is projected to remain flat from the 2014 Original Budget. Commercial property tax decreased in 2015 due to revised assessed valuation for various commercial properties that successfully appealed their valuation.

In Colorado, the Assessed Value for Commercial property is set at 29% of Actual Value while the Residential Assessed Values are set at 7.96% of the Market Value. This is a primary reason why Broomfield's commercial tax base is so critical to the City and County's revenue base.



GENERAL GOVERNMENTAL FUNDS SUMMARY

The chart below shows the revenue and expenses of the General Governmental funds. These funds include the City General Fund, County General Fund, Health and Human Services Fund, and funds for Street Maintenance, Library, Cemetery, Facilities Maintenance and Lodging Tax. These are the funds that provide the most basic services. The Utility funds are not included in these funds.

CITY AND COUNTY OF BROOMFIELD 2015 BUDGET General Governmental Operating Funds				
Sources and Uses of Funds	Actual 2013	Revised 2014	Budget 2015	% Change 2014 to 2015
Beginning Balance, in excess of Reserves	**$ 16,024,571**	**$ 10,731,368**	**$ 3,492,006**	**-67.46%**
Annual Revenues				
Taxes	$ 56,809,713	$ 61,606,644	$ 64,467,451	4.64%
Intergovernmental	12,067,827	13,186,224	13,072,202	-0.86%
Charges for Services	13,143,760	13,546,553	13,549,825	0.02%
Other (Interest, Contributions, Fees)	4,811,807	4,428,079	4,390,844	-0.84%
Total Annual Revenues	**$ 86,833,107**	**$ 92,767,500**	**$ 95,480,322**	**2.92%**
Annual Operating Expenditures				
Personnel	$ 51,169,675	$ 54,190,083	$ 55,882,608	3.12%
Supplies	3,903,906	4,844,869	4,742,921	-2.10%
Contractual	21,395,740	24,543,473	25,029,710	1.98%
Operating Capital	82,143	249,017	76,003	-69.48%
Lease Payments	3,905,232	3,885,900	3,885,872	0.00%
Total Annual Operating Expenditures	**$ 80,456,696**	**$ 87,713,342**	**$ 89,617,114**	**2.17%**
Net Before Other Sources/(Uses) of Funds	**$ 6,376,411**	**$ 5,054,158**	**$ 5,863,208**	**16.01%**
Other Sources/(Uses) of Funds				
Transfers to Reserves	$ (560,208)	$ (192,320)	$ (190,720)	
Transfers from Reserves	-	-	-	
Interfund Transfers In	$ 9,458,926	$ 9,459,607	$ 10,039,923	6.13%
Interfund Transfers Out	(20,568,332)	(21,560,807)	(17,924,023)	-16.87%
Total Other Sources/(Uses) of Funds	$ (11,669,614)	$ (12,293,520)	$ (8,074,820)	-34.32%
Net Annual Activity	**$ (5,293,203)**	**$ (7,239,362)**	**$ (2,211,612)**	**-69.45%**
Ending Balance, in excess of Reserves	**$ 10,731,368**	**$ 3,492,006**	**$ 1,280,394**	**-63.33%**

The table above shows a projected 4.64% increase in revenue from taxes. The following table provides additional detail:

CITY AND COUNTY OF BROOMFIELD 2015 BUDGET General Governmental Operating Funds - Annual Revenue/Taxes				
	Actual 2013	Revised 2014	Budget 2015	% Change 2014 to 2015
Taxes				
Sales Tax	21,100,906	23,255,779	26,079,852	12.14%
Vehicle Use Tax	2,561,888	2,775,900	2,891,570	4.17%
Building Use Tax	2,123,438	1,960,635	2,116,301	7.94%
Property Tax	24,927,437	27,446,250	27,007,678	-1.60%
Other Taxes	5,615,839	5,693,080	5,872,050	3.14%
Lodging Tax	480,205	475,000	500,000	5.26%
Total Taxes	**56,809,713**	**61,606,644**	**64,467,451**	**4.64%**

As noted in the "Major Revenues" section above, the citywide projection for total sales tax revenue shows a modest increase from 2014 (1.3%). Per the table above, however, the portion of those revenues that are allocated to the General Governmental Operating funds increased by 12.14%. This is a result of a change in the allocation of sales tax revenues between operating and capital funds in 2015. The change in allocation is based on the debt service schedules for bonds issued to meet development obligations associated with funding of the infrastructure for the Flatirons regional shopping center, specifically the mall. These bonds are paid through the Development Agreement capital fund. When the bonds were sold to fund the mall development in 2002, a portion of them were taxable and carried a higher interest rate. Even though the final maturity of the entire bond issuance is in 2031, debt service from 2002 through 2014 was structured to make principal payments on the higher-rated bonds first so that they would be paid off as quickly as possible. The final payment on the taxable portion of the bonds was made in 2014, and the allocation of sales tax revenues between operating and capital funds for 2015 reflects that a lower percentage of the total sales tax revenues are needed by the capital funds to meet debt service payments in the Development Agreement fund.

Using zero-based budgeting, departments examine how they perform their work and consider the most effective costs for resources needed to maintain the high level of service the City and County of Broomfield provides to its citizens. On-going operating expenditures are budgeted to remain within expected operating revenues.

The row in the chart above labeled "Net before Other Sources/Uses" shows that projected 2015 annual revenue exceeds annual expenditures by $5.9 million. Transfer to Capital Improvement funds will be used to fund the cost of Facilities and Transportation needs on a pay-as-you-go basis. As directed by City Council, the Health and Human Services building, at a cost of $16.5 million started design work in 2014, with construction expected to begin in 2015. The second building priority is the Public Works Service Center. With continuing transfers from the General Fund, that project (estimated at $17 million) may possibly be cash funded starting in 2017. In 2015, funds are also proposed to be transferred to budget the Transportation Reserve to start funding $10 million for 144th/Dillon road improvements planned for 2018. The Ending Balance of $1.2 million is in excess of the Reserve Balances for these funds.

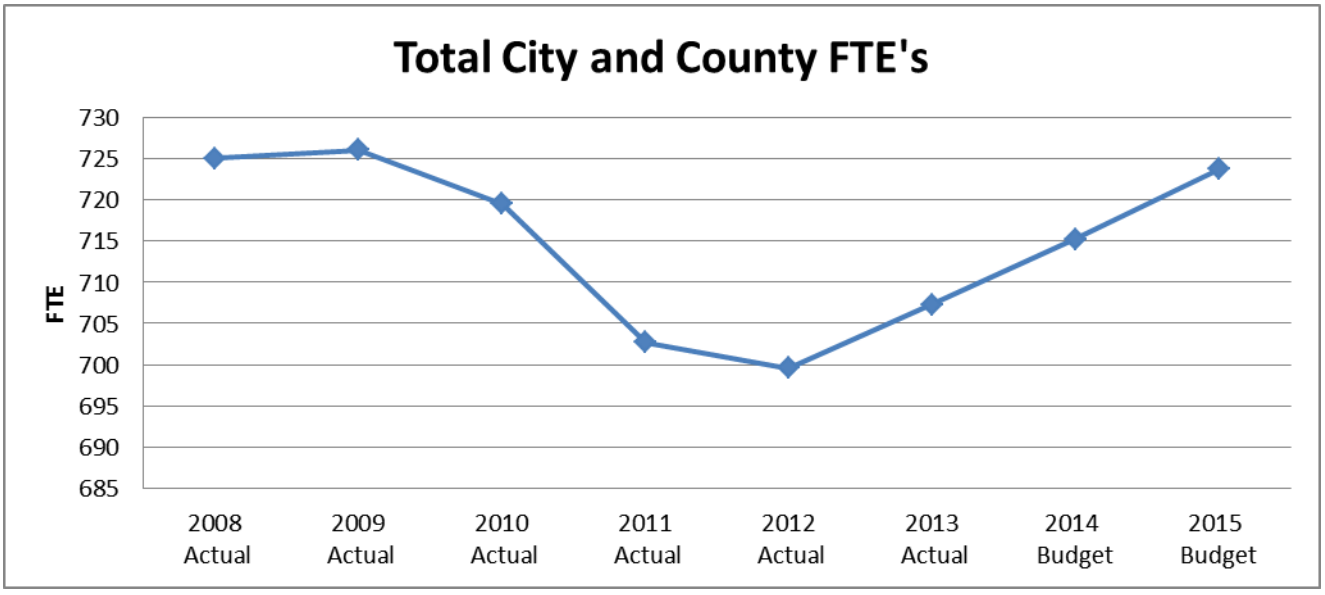
Overall, the change in general governmental operating expenditures in the 2015 Budget are about 1%, as shown in the chart below. Projected increases (mainly personnel costs for salary and benefits) are offset by lower costs projected for client service benefits through the Health and Human Services fund.

2015 Total General Governmental Funds - Operating Budgets			
Department	2014 Original Budget	2015 Budget	Change 2014 to 2015
General Government	$11,007,715	$11,556,125	4.98%
Finance	3,248,290	3,390,123	4.37%
Information Technology	3,298,280	3,233,804	-1.95%
Community Development	4,253,410	4,261,476	0.19%
Police	22,349,670	22,653,916	1.36%
Public Works	16,971,771	17,582,951	3.60%
Community Resources	7,769,211	7,989,608	2.84%
Health & Human Services	16,958,257	16,078,711	-5.19%
Total	**$85,856,604**	**$86,746,714**	**1.04%**

PERSONNEL BUDGET CHANGES

Personnel costs are the largest single component of budgeted operating expenditures. Active management of these costs is an important component of managing the 2015 budget. Broomfield's continuing zero-based budget approach manages total full-time equivalent positions (FTEs) based on workloads and service levels. The 2014 Revised Budget proposes to add three additional full-time positions and one part-time position: Communications Administrative Technician, Election Technician, and a limited appointment Construction Inspector, and a part-time Information Technology Administrative Technician. It also eliminates two Building Inspectors, one part-time Caseworker, one part-time Nutritionist, and one part-time Central Records Technician. The net change is a reduction of 0.30 FTE. The 2015 budget proposes an additional 8.75 FTEs due to increased workloads in the Assessor, Information Technology, Community Resources, Community Development, Public Works, Health and Human Services, Police and Finance departments. The net change in FTEs from the 2014 Original Budget to the proposed 2015 Budget is 8.45.

During the recession, over 26 authorized FTEs were eliminated to help balance the budget in response to reduced revenues. Starting in 2013, evaluation of the impact of the recovering economy on workloads and staffing levels resulted in the careful consideration of the need to restore staffing in key areas. This continued through 2014 and is reflected in the proposed 2015 budget for personnel. The chart below shows that recommended staffing levels for 2015 remain below the level in place prior to the recession and the FTEs per 1,000 population for 2015 is 11 as compared to 13 in 2008.



The table below provides additional detail on staffing trends for each functional area and the changes proposed for 2015 by department.

Total City and County FTE (Including Limited Appointments)						
Department	2011 Actual	2012 Actual	2013 Actual	2014 Original Budget	2015 Proposed Budget	Chg 2014 to 2015
General Government	63.76	60.36	61.12	61.12	63.32	2.20
Finance	31.01	31.13	31.13	32.20	33.20	1.00
Information Technology	15.00	15.00	18.00	18.00	19.50	1.50
Community Development	42.30	41.30	44.70	45.70	44.95	(0.75)
Public Safety - Police	201.15	200.35	200.35	200.35	201.35	1.00
Community Resources	109.51	109.81	109.81	110.71	110.91	0.20
Public Works	150.65	150.85	150.85	153.65	156.45	2.80
Health and Human Services	89.28	90.80	91.30	93.53	94.03	0.50
Total - City and County	**702.66**	**699.60**	**707.26**	**715.26**	**723.71**	**8.45**

The 2014 Revised Budget and 2015 Budget includes funding for a recommended increase of 8.45 FTEs.

Department	Description	Net Change in FTEs
Clerk and Recorder	In the 2014 Revised Budget, one Elections Technician II is recommended based on the workload results from an outside consultant hired to evaluate the elections process. The number of registered voters has increased 39% over the last several years and the State laws have changes requiring more technical staffing.	1.00
Clerk and Recorder	The Central Records division reorganized in 2014 and based on remaining workload one part-time position was eliminated.	(0.80)
Communications and Governmental Affairs	The Communications department reorganized in 2014 to better be able to address Broomfield's needs for branding, graphic design, and social media. One administrative support position was added during 2014 to support several upcoming communications initiatives.	1.00
Assessor	One Appraiser position is recommended to keep up with growth. The number of residential properties has increased 26% and commercial properties 9% since Broomfield became a City and County, while the staffing level remained the same.	1.00
Finance	As the result of an internal staffing analysis, it is recommended to increase a part-time position to full-time and add a part-time Accounting Clerk position to keep up with many accounting functions such as payroll, accounts payable, and cash receipts. This will also allow senior staff additional time to implement recommended software changes to increase efficiencies for users in all departments. Finance staffing has been reduced 0.98 FTE over the past several years while total operating expenses for Broomfield has increased by $30 million - this has a direct impact on the Finance workload.	1.00
Information Technology	One Project Manager position is being recommended to begin planning and procurement of major upcoming software system upgrades including Citizen Relationship Management software, slated for implementation during 2015, Payroll and HR software, which are programmed to begin in 2015 and Public Works Work Order software, which is planned for replacement in 2017.	1.00
Information Technology	In 2014 Revised Budget, a part-time position is recommended to increased administrative staff hours.	0.50
Community Development	In 2014 Revised Budget, a limited appointment position is recommended for Construction Inspection and increased administrative staff hours. The workload for single and multi-family developments has shown substantial growth with 1,126 housing starts planned for 2014 and 1,328 projected for 2015. Contractual services have been used to address the workload.	1.25

Community Development	Community Development also has two limited appointment Building Inspector position that terminate at the end of 2014. These positions will not be continued in 2015; reducing the FTE count.	(2.00)
Police	One additional Patrol Officer is recommended to help support additional Police presence.	1.00
Community Resources	Increase of 8 additional hours per week to a part-time position is recommended to be able to expand the Early Learning and Parenting Outreach program. That program is very popular and has a waiting list. The additional hours will also allow staff to expand the Outreach program to more caregivers and preschool staff.	0.20
Public Works	In Public Works, a Parts Specialist is recommended for the Fleet Division. This position was cut during the recession; adding it back will reduce vehicle and equipment downtime by allowing the technician more time to work on items instead of ordering and picking up parts. Fleet supports approximately 425 vehicles and equipment; in 2013, over 14,600 parts were ordered. The full-time position will be off-set by the reduction of part-time hours.	1.00 (0.20)
Public Works	A Custodial position is being recommended in Facilities to help cover staffing shortages. The shortage has been covered with overtime and contract staffing; however, both of these options are far more expensive than the cost of one additional position.	1.00
Public Works	In Utilities Operations and Maintenance, an Electro-Mechanical position is being recommended to help cover routine preventative maintenance in additional water and sewer systems due to growth. Broomfield currently has 15 sewer lift stations, 4 water booster stations, 1 chlorination pump station, 6 water storage tank facilities, and over 100 pressure regulation valves. Several new sewer lift stations and water booster stations are planned as Broomfield expands the utility lines in north Broomfield.	1.00
Health and Human Services	The federal Affordable Care Act will continue to increase the workload in Health and Human Services. In 2015, the eligibility to qualify for Medicaid will change and Broomfield is projecting a large increase in citizens needing help to determine if they are eligible for benefits. To service these needs, 1.0 FTE is being recommended.	1.00
Health and Human Services	Health and Human Services also has two part-time positions, for a Medicaid Caseworker and a Nutritionist, that had been funded through grant monies. The grants are ending and the positions will not be continued without the grant funds.	(1.00)
Health and Human Services	A part-time position to help recover benefits paid by the Federal and State agencies in error is being recommended. The County will be allowed to retain a portion of the recovered revenue to help fund this position. In 2013 there were 1,145 claims in the amount of $621,000; based on that information, it is anticipated the recovery allowance will be $22,000 in the first year.	0.50

By policy, when vacancies occur, positions are reconsidered carefully before they are filled. Throughout the economic downturn, Broomfield managed personnel costs through limitations on increases in base pay and eliminating vacant positions and positions with reduced workload; over 26 FTEs were eliminated. As the economy recovered, staff has slowly been restored. In 2013, 7.66 FTEs were added and in 2014 7.70 FTEs were restored.

Each year, staff surveys surrounding jurisdictions regarding planned pay and benefit changes. The survey informs staff's budget recommendations to the city council. The proposed 2015 Budget recommends a merit-based salary adjustment pool equivalent to a total of 2.7% of base pay to be allocated in varying amounts to employees based on individual performance, plus an additional 0.5% for increases based on recommendations to the City and County Manager for recognizing exceptional employee performance. The combined amount for these adjustments is $614,000. The Budget also continues an effort begun in 2012 that awards merit-based equity adjustments for employees whose performance is proficient and who have been in their current position at least seven years to bring the employee closer to the mid-point of their salary range. The budget also includes amounts to bring employees that are below the minimum of the salary range up to the minimum amount; there is also an inclusion to reclassifications. The impact on the budget for these adjustments is estimated to be $200,000. As merit-based adjustments, all increases will be evaluated per employee and based on performance. The 2015 Budget also includes funds for the Police Step and Market Plan in the amount of $166,000.

The budget includes increases in health insurance premiums, which are shared with employee contributions, increased overtime budgets where necessary to meet service demands, and an increase in pension contributions associated with accelerating the retirement of long-term liabilities associated with the defined benefit pension plans, which was closed to new employees in 2000.

Health insurance costs are forecast to increase in 2015. Staff recommends that the cost increase for the self-funded health plan be shared by the City and County assuming $50 per month per insured with the employee assuming $40 per month for family coverage and $5 per month for single coverage. The premiums for the Kaiser Insurance plan also increased. The budget assumes the same increase of $50 per month per insured for the City and County with the balance of the increase being paid by the employee. The dental plan and the employee assistance program costs are remaining the same as 2014. On average, the City and County pays 78.45% of the health care premium cost for the self-funded plan and employees pay 21.55%, which is comparable to other local municipalities which average 79.93% paid by the City and 20.07% paid by employee.

The proposed 2015 Budget continues additional funding for the closed General Employee Defined Benefit Pension plan. In 2014 this plan had approximately 88 participants, 37 active employees making contributions and about 51 retirees, of which 32 people are currently receiving benefits. The 2014 actuarial study for this plan indicated the unfunded actuarial liability is $6.8 million, and assumed a 10-year amortization schedule for the funding of this liability. While this amount changes year to year based on the market value of plan investments, the proposed budget includes a $924,000 payment into the plan, which is equal to the amount required to retire this liability over a 10-year period. Staff believes this is prudent, since the plan has been closed to new members for 14 years and projections suggest that very few active employees will remain on the plan beyond the 10 year horizon.

FIVE-YEAR FORECAST FOR GENERAL GOVERNMENTAL OPERATING FUNDS

In order to illustrate the multi-year implications of policies included in the development of the 2015 budget, the following five-year forecast for the general governmental operating funds was developed:

GENERAL GOVERNMENTAL OPERATING FUNDS
FIVE-YEAR FORECAST

	2014 Projections	2015 Forecast	2016 Forecast	2017 Forecast	2018 Forecast	2019 Forecast
Beginning Balance, in excess of Reserves	$ 10,731,368	$ 2,327,844	$ 684,063	$ 3,311,909	$ 5,313,929	$ 6,712,774
Revenues	92,801,612	95,479,842	98,390,664	101,415,952	104,454,172	107,646,858
Operating Expenditures						
Total Current Operating Expenditures	(85,025,716)	(82,996,264)	(85,644,824)	(88,379,419)	(91,202,888)	(94,050,404)
Additional Uses of Funds: Recommended in 2015 Budget	-	(2,166,667)	(1,694,861)	(1,744,333)	(1,795,279)	(1,847,746)
Operating Costs for Future New/Expanded Facilities	-	-	(392,207)	(1,180,991)	(1,898,498)	(2,672,070)
Debt Service/Lease Payments	(3,885,900)	(3,885,872)	(3,902,476)	(3,940,094)	(3,939,735)	(3,939,735)
Operating Balance	$ 3,889,996	$ 6,431,039	$ 6,756,295	$ 6,171,115	$ 5,617,772	$ 5,136,903
Transfers Out to Capital Funds (1)	(12,101,200)	(7,884,100)	(6,635,822)	(6,674,542)	(6,722,428)	(6,563,541)
Transfers Out to Operating Reserves	(192,320)	(190,720)	(192,627)	(194,553)	(196,499)	(198,464)
Unrealized Budget Expenditures	-	-	2,700,000	2,700,000	2,700,000	2,700,000
Total Other Uses of Funds	$(12,293,520)	$ (8,074,820)	$ (4,128,449)	$ (4,169,095)	$ (4,218,927)	$ (4,062,005)
Net Results of All Activity	$ (8,403,524)	$ (1,643,781)	$ 2,627,846	$ 2,002,020	$ 1,398,845	$ 1,074,898
Ending Balance, in excess of Reserves	$ 2,327,844	$ 684,063	$ 3,311,909	$ 5,313,929	$ 6,712,774	$ 7,787,672

(1) The transfers out to capital funds support additions to the facilities and transportation reserves

The forecast is not intended to be a five-year budget, but rather a model to evaluate the financial sustainability of the operating funds based on application of the projections in the 2015 budget and assumptions regarding future revenues (projected growth in the retail base, building starts, inflation, etc.) Based on the forecast, the continuation of the operating funds' ability for annual on-going revenues to support annual on-going expenditures and meet projected service needs in the future is illustrated.

Key forecast assumptions include:

- Revenue assumptions from the long-range financial plan

  - Sales Taxes based on incremental retail square footage
  - Building Use Taxes based on projected housing and commercial building starts
  - Other revenues projected with annual one percent increases
- Current service levels with projected additional staff or resources
- Operating costs projected with an increase of approximately 2.5% and tied to the projected CPI increases
- Personnel costs, including benefit cost, projected with an increase of 3.5% for all years
- All current debt service obligations are met and no additional general fund debt is projected. (For operating funds the debt burden is limited to the payments on Certificates of Participation for new facilities built during county transition. All other general governmental debt is paid through the capital debt service funds.)
- Staffing and operating cost for anticipated future facility needs, based on previous City Council direction – HHS and the Service Center – as well as other future service needs based on growth in city infrastructure (parks, streets, etc.). These items are shown in the forecast but will be subject to specific City Council discussion and direction before they are budgeted.
- Expansion of the Detention Center by opening the Woman's pod and the Alternative Sentence Unit (ASU) will continue to be evaluated based on average daily population to justify the cost of operating the unit.

Of course, the forecast will change based on future City Council policy decisions regarding services, staffing, capital projects, debt, and other policy issues with financial implications.

For budget planning purposes, the row in the summarized Five-Year Forecast showing "Operating Balance" represents the annual difference between the income received and basic operating costs plus debt service. Since this number is positive in each year of the forecast, the model suggests that the budget projection is balanced in each of the years presented. In other words, current service levels and proposed employee costs are sustainable in the five-year time horizon.

The row labeled "Net Results of All Activity" adds the city council's discretionary transfers for capital improvements and any other priorities identified by council. Based on current economic projections and operating costs reflected in the forecast, Broomfield can live within its means, with revenues exceeding expenditures and still support the discretionary uses of funds for council priorities.

OPERATING EXPENDITURES - UTILITY FUNDS

The chart below shows the operating expenditures for the Utility Funds (water, sewer and re-use water).

CITY AND COUNTY OF BROOMFIELD 2015 BUDGET Utility Operating Funds				
Sources and Uses of Funds	Actual 2013	Revised Estimate 2014	Budget 2015	% Change 2014 to 2015
Beginning Balance, in excess of Reserves	**$ 25,887,025**	**$ 29,803,921**	**$ 22,652,065**	**-24.00%**
Annual Revenues				
Charges for Services	$ 22,476,793	$ 23,065,903	$ 23,563,947	2.16%
Other (Interest, Contributions, Fees)	711,821	583,586	557,645	-4.45%
Total Annual Revenues	**$ 23,188,614**	**$ 23,649,489**	**$ 24,121,592**	**2.00%**
Annual Operating Expenditures				
Personnel	$ 5,150,436	$ 5,433,505	$ 5,661,423	4.19%
Supplies	1,556,301	1,755,105	1,780,631	1.45%
Contractual	10,927,277	13,363,921	13,593,776	1.72%
Operating Capital	811,209	9,571,654	3,622,402	-62.15%
Total Annual Operating Expenditures	**$ 18,445,223**	**$ 30,124,185**	**$ 24,658,232**	**-18.14%**
Net Before Other Sources/(Uses) of Funds	**$ 4,743,391**	**$ (6,474,696)**	**$ (536,640)**	**-91.71%**
Other Sources/(Uses) of Funds				
Transfers to Reserves	$ (826,495)	$ (677,160)	$ (869,163)	28.35%
Total Other Sources/(Uses) of Funds	**$ (826,495)**	**$ (677,160)**	**$ (869,163)**	**NA**
Net Annual Activity	**$ 3,916,896**	**$ (7,151,856)**	**$ (1,405,803)**	**-80.34%**
Ending Balance, in excess of Reserves	**$ 29,803,921**	**$ 22,652,065**	**$ 21,246,262**	**-6.21%**

While the total operating expenditures for the utility funds show a 62.2% decrease for operating capital ($5.9 million), other operating expenditures for 2015 have increased. Following is a listing of the main contributing factors to that increase:

- Personnel costs are forecasted to increase due to the addition of one FTE (as noted above in the "Personnel Budget Changes" section above), proposed merit increases and a projected increase to health insurance of $45,000 (due, in part, to the coverage of part-time employees under the Affordable Care Act)
- Contractual expenditures show the largest portion of the increase:
    - the cost to purchase and deliver water increased $314,000 – particularly the cost of water acquired through the Denver Water contract;
    - the cost of gas, electricity, propane and generator maintenance increased $75,000 – based on anticipated rate increases from the utilities;
    - the cost to process credit card payments increased $22,500 – this is reflective of increased usage of the on-line payment option for utility bills

Prior to the rate increases approved by council in February of 2013, the utility funds had not had any rate increases since 2008. Before these increases were considered, city council directed an operations study and a rate study. Both studies were completed in 2012 and resulted in the recommendation to increase rates in 2013. The major cost drivers for these funds are the costs of purchasing treated water from Denver, gas and electric expenses, and the costs of ongoing capital repair and maintenance. Since the projected 2015 ending balance for the funds still reflects a substantial ending balance, no rate increase is included in the 2015 Budget; however, as the chart shows, operating expenses are out-pacing revenue. During 2015, staff will continue to evaluate the need for the service charge rate increases in the future, with emphasis on timing any necessary increases to account for gradual changes in the rates over time.

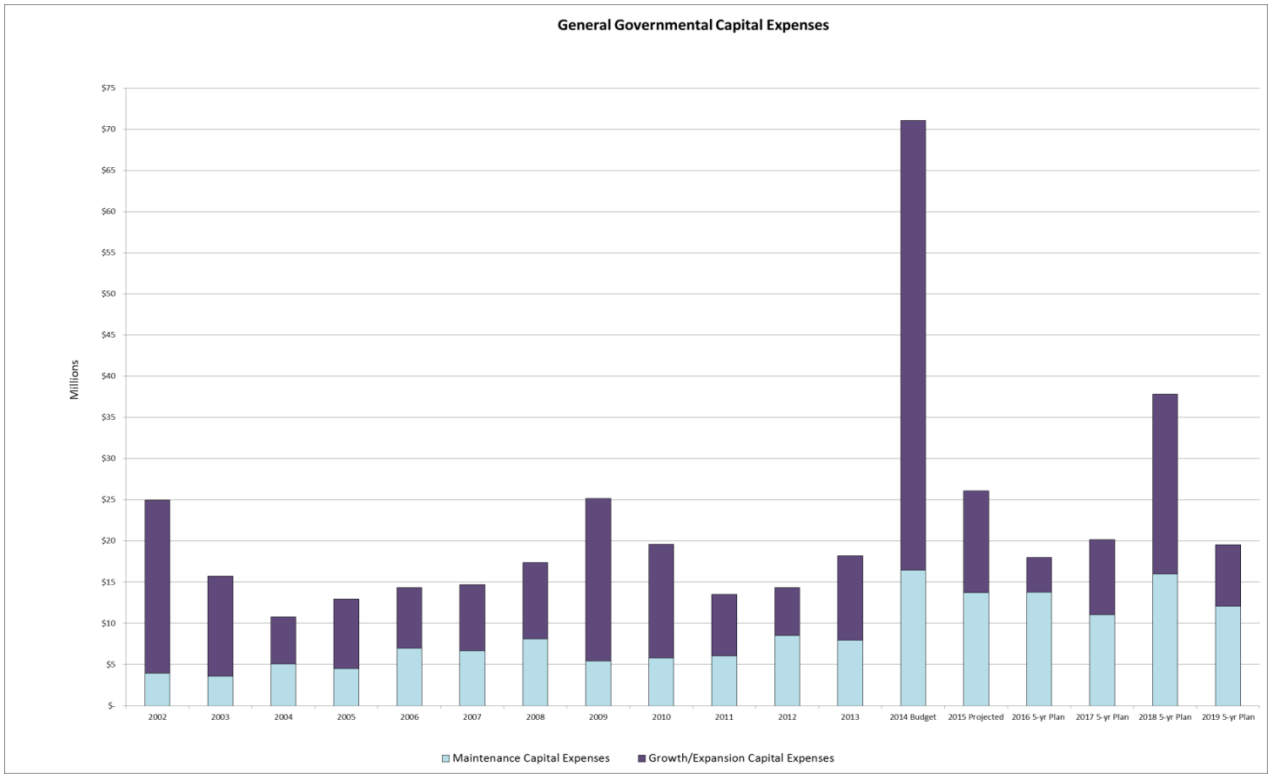
2015 CAPITAL IMPROVEMENTS PROGRAM

The 2015 capital budgets for the General Governmental and Utility Funds are shown below. The five-year Capital Improvement Program (CIP) supports City Council's priorities. The 2015 Capital Improvements Program for all Budget Funds is summarized below:

CITY AND COUNTY OF BROOMFIELD
2015 BUDGET
General Governmental and Utility Capital Funds

Sources and Uses of Funds	General Government Funds	Utility Funds	Total Funds
Beginning Balance, in excess of Reserves	**$ 14,835,636**	**$ 55,113,841**	**$ 69,949,477**
Annual Revenues			
Taxes	$ 34,553,590	$ -	$ 34,553,590
Intergovernmental	630,000	-	630,000
Charges for Services	-	36,669,241	36,669,241
Other (Interest, Contributions, Fees)	496,200	699,555	1,195,755
Total Annual Revenues	**$ 35,679,790**	**$ 37,368,796**	**$ 73,048,586**
Capital Expenditures			
Projects	$ 31,145,556	$ 31,509,632	$ 62,655,188
Lease Payments	5,277,803	-	5,277,803
Debt Service on Bonds	7,625,976	9,256,113	16,882,089
Total Capital Expenditures	**$ 44,049,335**	**$ 40,765,745**	**$ 84,815,080**
Net Before Other Sources/(Uses) of Funds	**$ (8,369,545)**	**$ (3,396,949)**	**$ (11,766,494)**
Other Sources/(Uses) of Funds			
Transfers to Reserves	$ (6,500,000)	$ (1,269,150)	$ (7,769,150)
Transfers from Reserves	2,700,100	-	2,700,100
Interfund Transfers In	16,543,895	49,731	16,593,626
Interfund Transfers Out	(8,709,526)	-	(8,709,526)
Total Other Sources/(Uses) of Funds	**$ 4,034,469**	**$ (1,219,419)**	**$ 2,815,050**
Net Annual Activity	**$ (4,335,076)**	**$ (4,616,368)**	**$ (8,951,444)**
Ending Balance, in excess of Reserves	**$ 10,500,560**	**$ 50,497,473**	**$ 60,998,033**

Historically, the allocation of the capital spending in the General Governmental funds has been more heavily weighted to growth or expansion projects, rather than maintenance of existing infrastructure. Between 2002 and 2014, an average of only 33% of the spending from the General Governmental capital funds was allocated to maintenance projects. Going forward, in the five-year Capital Improvement Program, projections from 2015 through 2019 allocate nearly 55% of the total amount of capital spending to maintenance projects. As Broomfield moves toward build-out, it will be important to monitor the prioritization of capital projects to ensure that existing facilities are maintained at the same time that growth/expansion projects are approved. The chart below is a graphic representation of the spending in the General Governmental Capital funds from 2002 through projected 2019 showing the amounts associated with maintenance and growth projects.



The following table shows the allocation of the costs of capital improvement projects by project category for the 2015 budget, as well as the actual capital improvement project spending for 2013 and the original and revised estimate spending for 2014 which include the rollforward balance from 2013 projects still in progress.

Capital Improvement Projects	Actual 2013	Original Budget 2014	Revised Estimate 2014	Budget 2015
Building & Facility Projects	$ 486,711	$ 16,337,200	$ 19,081,488	$ 1,021,003
Drainage & Storm Water Projects	229,062	205,600	395,392	305,000
Information Technology Projects	2,185,754	2,173,000	5,099,424	1,478,000
Landscaping Projects	757,201	915,950	956,144	822,000
Open Space Projects	827,090	427,986	439,960	410,986
Trail System Projects	592,805	2,423,800	2,073,905	2,196,700
Parks & Recreation Facility Projects	3,026,679	5,457,400	8,479,773	8,729,950
Transportation System Projects	8,357,040	10,869,000	32,194,385	6,322,100
Vehicles, Other Equipment and Furniture	1,630,891	1,918,650	4,651,724	1,943,779
Community Development Projects	6,480,401	7,011,041	7,452,475	7,190,309
Water Utility Projects	1,565,732	11,315,024	16,137,271	25,629,229
Sewer Utility Projects	10,078,638	7,784,575	20,094,851	5,164,100
Water Reclamation Utility Projects	316,991	642,785	1,130,591	716,303
Planning, Administration & Other Expenditures	308,580	380,000	400,000	590,000
Public Art & Cultural Projects	161,596	124,267	259,267	135,729
Total Capital Improvement Projects	$ 37,005,171	$ 67,986,278	$ 118,846,650	$ 62,655,188

Budget Table 3E provides detail of the specific capital improvement projects under each of the major project categories shown above. Highlights of the 2014 Revised and 2015 Capital Improvements Budgets are as follows:

- ***Transportation Projects – West 120th Avenue Extension, Dillon/144th, and Lowell Boulevard:*** 2015 funding for the Transportation System Improvement Program continues to maintain existing roadways. In 2009, Broomfield issued $11.7 million in bonds (net of bond issuance costs) to participate in Phases 1 and 3 of the West 120th Avenue Extension Project managed by the Colorado Department of Transportation (CDOT); $9.2 million was spent on Phases 1 and 3 and $2.5 million is available for the next phase (Phase 2). In 2012, an additional $5.2 million was placed into a cash-funded reserve by Broomfield to meet the Phase 2 local share of the project, and Phase 2 will continue into 2014 with additional cash funding of another $2.0 million; Broomfield's share of the total cost of this project is 20% or $18.9 million.

  Also in 2014, the final design of road widening and landscape drainage improvements on Lowell Blvd. from 120th to Midway is expected, in partnership with CDOT, to utilize $3.1 million in FASTER grant funds. These funds are in addition to Broomfield's funding of $6.8 for the project. This project will continue into 2015 and Phase II – the road widening and landscaping from Midway to 136th Avenue - will start design in 2014 with construction starting in 2015. Broomfield's share of the total cost for both parts of Lowell Blvd. is projected to be $13 million.

  The next major roadway slated for improvements is 144th/Dillon Road. The 2014 and 2015 Budgets include $2 million for immediate improvements and $2 million added to the Transportation Reserve to fund the additional improvements planned - $10 million in 2018 and $17.6 million in 2023. The total cost of this project is estimated at $29.5 million and will be cash funded.

- ***Pavement Preservation Program:*** In 2009, the City and County changed the method of street repairs from primarily overlay and reconstruction to a pro-active approach of mostly street sealing. The revised program, Pavement Management and Street Sealing, is being funded from the Asset Replacement fund in the amount of $3,520,000 for 2015. This program is being closely monitored and evaluated to ensure that street performance remains at good or excellent levels. The program has shown great success during its first few years.
- ***New Facility - Health and Human Services Building:*** In 2012, a Facilities Needs Assessment was completed. City Council determined replacement of the Health and Human Service building was the highest priority. To-date in 2014, budgeted funds have been used to complete the design phase and purchase the land. The construction will start later in 2014 and is expected to be completed in 2015. The total estimated cost is $16.5 million. This building project will be cash funded from the Facilities Reserve.
- ***Police Data Records Management System Improvements:*** In 2012, the Police department, in conjunction with the Director of Internal Audit and Performance and an outside consultant, evaluated the records system and business processes of the Police Department. The analysis recommended replacement of the outdated software. In 2013, $3.1 million was budgeted for the project to replace equipment and software. In 2014, an additional $1 million is budgeted to complete the project. The software is planned to go-live in 2015.
- ***Police Radio System Improvements:*** Over the past several years, the Police department has worked on upgrading its radio system to the approve band width 700/800 MHz. This change is mandated by the FCC and must be completed by 2017. As part of this update, a simulcast tower site will need to be built in Broomfield. The 2014 Revised Budget includes $2.4 million to complete this project.
- ***Vehicle and Equipment Replacements:*** In 2015, two dump trucks with snow and ice equipment are proposed to be replaced at an estimated cost of $500,000, in addition to requests for vehicles and other equipment that meet at least two of the City and County's Asset Replacement criteria. The Police fleet is also aging and has considerable down-time. In 2015, 11 police vehicles will be replaced, bringing the fleet to service levels which were previously deferred due to the recession.

- ***Improvements to Broomfield Community Center:*** In 2014 and 2015, funds have been budgeted for several maintenance improvements needed to keep the Community Center in compliance with safety and customer service standards. Improvements to the HVAC system, the lobby, locker rooms, the elevator and storage areas are planned.
- ***Improvements to The Bay:*** In 2014, the completion of Phase II - which moved the Tot Pool, added a new Sprayground and updated the utilities - was completed in the amount of $2.4 million. The next phase is renovation of the locker rooms, offices, and concessions stand. The 2015 budget includes $312,000 for design. Construction will be proposed for 2016 estimated at $ 2.8 million.
- ***Improvements to Broomfield County Commons:*** The 2015 Budget includes funding to develop the next athletic field – the Yellow Pod. This project is 13 acres and is next to the temporary Dog Park and undeveloped Green Pod. The project is proposing synthetic turf which will allow year-round use. The 2015 Budget for this project is $3.7 million. The budget also includes $400,000 for replacement of the synthetic turf at the Championship Field located between the Red and Blue pods.
- ***Trail System Improvements:*** Several trails and underpasses are planned for construction in 2014 and 2015. The 2014 budget includes $800,000 for a Railroad crossing from Industrial Lane to Midway Boulevard; this project will continue into 2015. This trail connection will connect the US 36 underpass at East Park to residential neighborhoods north of Industrial Lane in the Lac Amora area. The neighborhood connection trail and underpass from Rock Creek to Brainard Drive is budgeted at $743,000. This project is funded by development cash-in-lieu escrow funds. It will retrofit an existing culvert under the railroad tracks and connect an existing trail along Rock Creek to the Brainard Drive trailhead located in Boulder County Open Space. Another trail project is Lowell to Spruce Meadows; this $700,000 project includes a 10-foot wide concrete trail with and 3 foot soft surface jogging path and will be approximately 4,550 feet long from Lowell Blvd to near Federal Blvd.
- ***Water Fund Capital Projects:*** In 2014, the water fund includes $5.2 million for Broomfield's share of the Windy Gap Storage Reservoir and in 2015 an additional $3 million has been added; the total Windy Gap project is estimated to cost $86.9 with the bulk of the cost planned in 2018. The 2015 budget also includes $3.5 million for the purchase of raw water rights, and $7.5 million for the pump station and pipeline construction at Sienna Reservoir. The 2015 water fund budget also provides $1.5 million for new line construction for north Broomfield. In 2014, $1.5 million is budgeted for the design of improvements to the Water Treatment Plant. Construction is planned for 2015 and has been estimated at a cost of $8.8 million.
- ***Sewer Fund Capital Projects:*** The 2014 budget has several large projects that will continue into 2015: $7.8 million for clean water standards; $2.5 million for the completion of construction of a lift station and sewer lines in north Broomfield ($8.1 million was spent in 2013 for the project). The 2015 budget also includes $3 million for additional lift station and sewer lines in north Broomfield.

RESERVES

- The 2015 Budget reflects a continuation of funding Reserves at levels exceeding policy and goals:
  - Broomfield's Reserve Policy sets the minimum reserve at 10% of operating costs.
  - For General Government Funds, Broomfield's reserve goal is 16.67% of current year expenditures for operations, debt service, and Certificates of Participation payments (equal to approximately two months of operating expenditures and debt service).
  - The 2015 Budget has a combined City and County General Governmental reserve balance of 16.91%.
  - For Utility Funds, Broomfield's Reserve goal is 16.67% of operating expenditures and a reserve equal to three years' bond principal and interest payments.
  - For 2015, increased contributions to Capital Improvement Project reserves (Asset Protection, Transportation, and Facilities Improvement reserves) are being recommended.

As shown in the analysis below, the 2015 budgeted reserves exceed all targets with the exception of the debt service reserve in the Water Reclamation Fund. Combined debt service reserves in the Sewer and Water Reclamation funds meet the three-year target.

2015 COMBINED RESERVE BALANCES						
Budget Funds	Applicable Budget Expenditures 2014	Reserve Balance 2014	Reserve % Of Expend 2014	Applicable Budget Expenditures 2015	Reserve Balance 2015	Reserve % Of Expend 2015
General Government Funds						
City of Broomfield	$ 69,193,984	$ 11,195,522	16.18%	$ 70,686,325	$ 11,195,522	15.84%
County of Broomfield	$ 31,342,272	$ 5,925,449	18.91%	$ 30,571,397	$ 5,925,449	19.38%
Combined City & County **Policy:** Minimum of 10.00%, Goal of 16.67% of Operations, Debt Service, & Certificate of Participation Payments	**$ 100,536,256**	**$ 17,120,971**	**17.03%**	**$ 101,257,722**	**$ 17,120,971**	**16.91%**
Enterprise Funds						
Water Fund						
Policy: Minimum of 10.00%, Goal of 16.67% of Operations	$ 14,674,388	$ 2,442,091	**16.64%**	$ 14,662,681	$ 2,572,444	**17.54%**
Policy: 200.00% of Annual Debt Service - Goal of 300.00% in 2011	$ 5,731,850	$ 20,582,209	**359.08%**	$ 5,734,850	$ 20,852,209	**363.61%**
Total Water Fund	**$ 20,406,238**	**$ 23,024,300**		**$ 20,397,531**	**$ 23,424,653**	
Sewer Fund						
Policy: Minimum of 10.00%, Goal of 16.67% of Operations	$ 6,494,503	$ 2,347,298	**36.14%**	$ 6,872,210	$ 1,852,603	**26.96%**
Policy: 200.00% of Annual Debt Service - Goal of 300.00% in 2011	$ 2,116,383	$ 8,782,313	**414.97%**	$ 2,119,946	$ 8,782,313	**414.27%**
Total Sewer Fund	**$ 8,610,886**	**$ 11,129,611**		**$ 8,992,156**	**$ 10,634,916**	
Water Reclamation Fund						
Policy: Minimum of 10.00%, Goal of 16.67% of Operations	$ 824,404	$ 188,445	**22.86%**	$ 923,162	$ 188,445	**20.41%**
Policy: 200.00% of Annual Debt Service - Goal of 300.00% in 2011	$ 1,407,080	$ 2,943,718	**209.21%**	$ 1,401,317	$ 4,212,868	**300.64%**
Total Water Reclamation Fund	**$ 2,231,484**	**$ 3,132,163**		**$ 2,324,479**	**$ 4,401,313**	
Grand Total		**$ 54,407,045**			**$ 55,581,853**	

CONCLUSION

I am pleased to present to you a budget that continues to provide the quality programs and services our residents have come to expect and enjoy. The 2015 Budget 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 2015 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 its policy leadership and proud commitment to Broomfield.

Respectfully submitted,

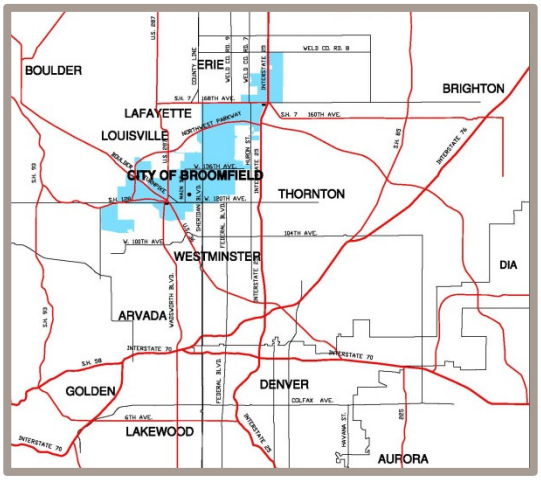


Charles Ozaki

City and County Manager

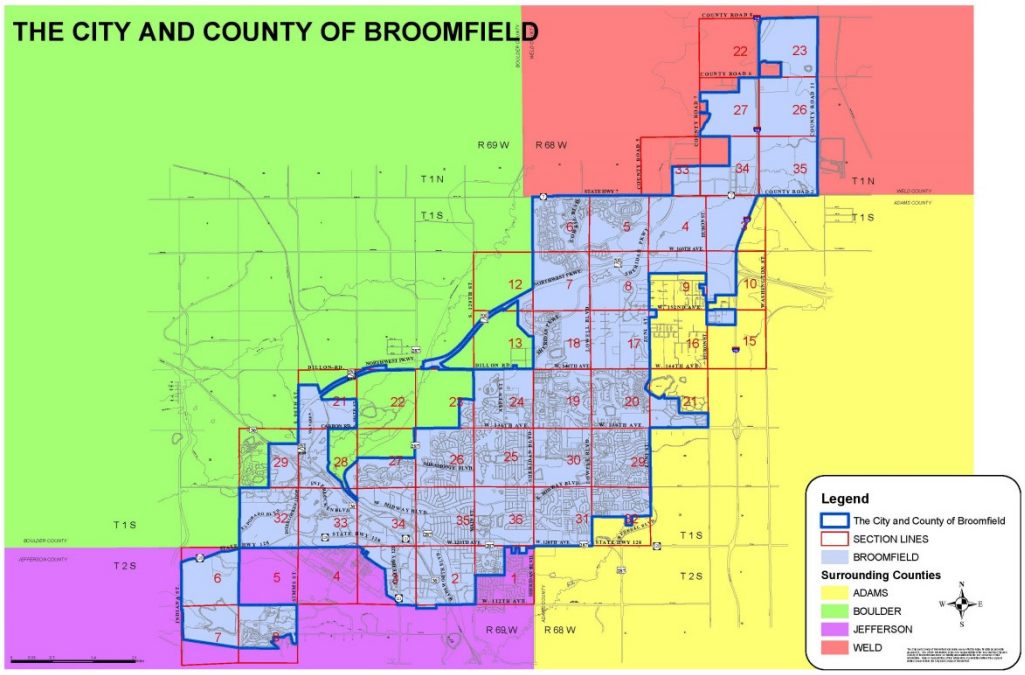
OVERVIEW

Broomfield is a "small town" community located in the foothills of the Rocky Mountains, 17 miles northwest of Denver and nine miles south of Boulder. Several major highways allow easy access from any direction to Broomfield's 33.58 square miles. Broomfield's estimated population, as of July 1, 2013, is 59,471.



At one time, the City of Broomfield spanned portions of four different counties. Problems and confusion in accessing services prompted residents to seek relief in a constitutional amendment creating the City and County of Broomfield.

The amendment passed on Nov. 3, 1998, giving the city a three-year transition period in which to organize to become Colorado's 64th county. The state's newest county, the City and County of Broomfield, was officially added on Nov. 15, 2001.



HISTORY

The area around Broomfield became part of the United States in 1803 as part of the Louisiana Purchase. The area was successively recognized as part of the Missouri Territory, Nebraska, and Kansas until 1861 when the Colorado Territory was created. In 1876, the Broomfield area officially joined the union when Colorado became a state.

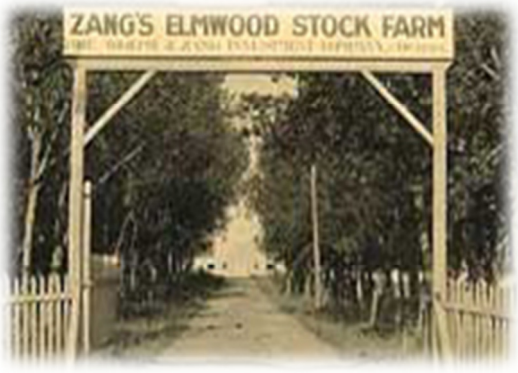
In the latter quarter of the Nineteenth Century, Broomfield began as an agrarian community, with hard-working, community-oriented families who located here on the heels of those adventurous gold-seekers seeking their fortunes and hoping to strike gold in Colorado's wilderness.

The Railroad Arrives

In 1873 the Colorado Central Railroad brought a line north from Golden. This line ran approximately where the south frontage road of U.S. 36 runs, and swerved south toward Golden east of Wadsworth Boulevard. On the north, it connected with the Union Pacific in Cheyenne, Wyo. The arrival of the Colorado Central connected Broomfield to the world via Denver, where trains departed for all points of the country and, with connections to every major town in the United States and the territories. The Denver, Marshall and Boulder Railway completed a much more direct line through Broomfield in 1886, replacing the route through Golden. The Denver, Utah and Pacific Railroad first laid down rails in 1881 in the area now in the vicinity of 120th Avenue and Wadsworth Boulevard.

Our Roots Were in Farming

Dryland farms dotted the landscape in the late 1800s, and in 1885 when Adolph Zang bought the area in the vicinity of 120th Avenue and Old Wadsworth Boulevard, the existing train stop became known as Zang's Spur, memorializing the spur off the main railroad line where locally grown grains would be loaded into railroad cars for delivery to the Zang Brewing Co. in Denver.



Ultimately, Zang bought 4,000 acres of land in the area for his Elmwood Stock Farm where he bred Percheron horses and tended fruit orchards. Tenant farmers worked half the land in dryland crops and half in irrigated farming, and there are reports of a large turkey operation on the southwest portion of the property. Broomfield is located on what was once the Zang property.

Turn of the Century

At the turn of the century, Broomfield itself was a little town in the area around 120th Avenue and Wadsworth Boulevard. Grain elevators, a grocery, hotel, bank and other thriving businesses drew the farmers in the area together. Their sense of community resulted in the organization of the Crescent Grange in 1898.

Soon, Broomfield had a garage, then two, and a “filling station.” They joined the Grange Hall, a hotel and general store, flour mill, cheese factory, bank, creamery, grain elevator, restaurants, lumber yard, and a barber shop. In the 1920s, the area included a sugar beet dump, a pickle factory, and about a dozen residences. From 1900 to 1957, about 100 people lived on farmland in the area.



Passenger rail service in the area took a major leap in 1904 with the formation of the Denver and Interurban Railway. By 1908, the big cars were serving Broomfield on a regular basis, taking passengers to Denver, Westminster, Marshall, Boulder, Superior, Valmont, and Louisville on its Main Line. By 1909, Broomfield had 19 passenger cars per day coming through town, prompting construction of a new depot, which stood at the corner of present-day 120th Avenue and Old Wadsworth. In 1909, it was possible to board in Broomfield for almost any point in the United States, Canada, or Mexico, but the foray into international travel was short-lived. In 1926, the Interurban ceased operation, and the era of the “horseless carriage” began.

A Model City is Born

In 1935, construction began on the Boulder Turnpike, a toll road and one of the first paved roads in the area. Tolls paid for construction of the road, which stretched from Wadsworth to Boulder, with a tollbooth in Broomfield.

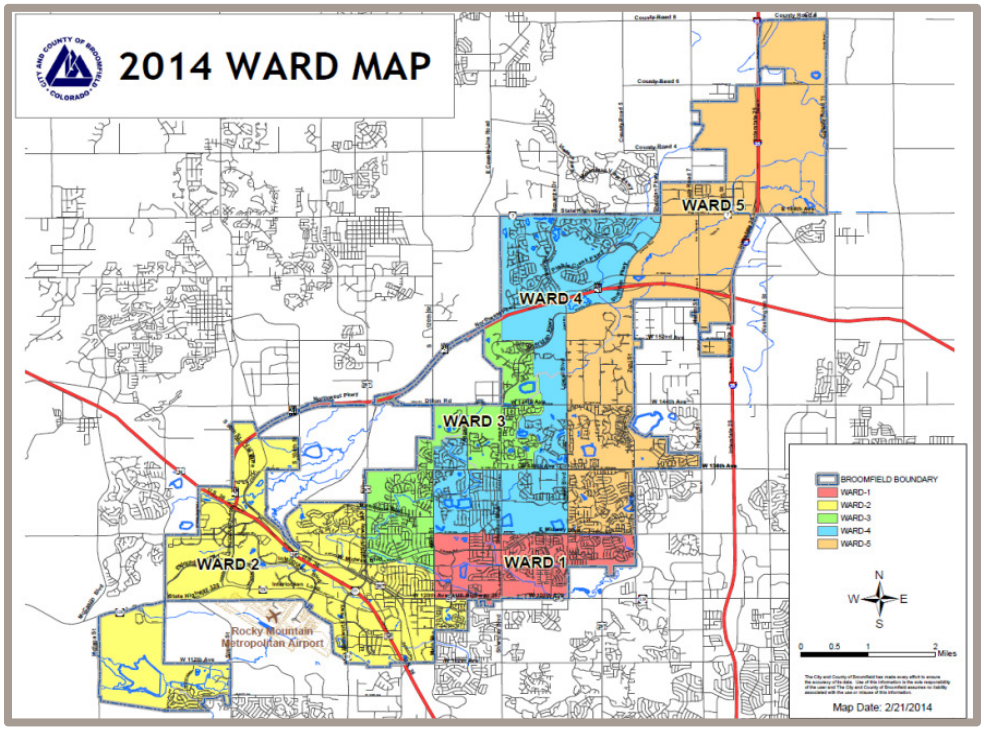
In 1955, the new Broomfield began. Turnpike Land Co. had purchased land in the area, and today's Broomfield was conceived as a master-planned community billed as a model city.

City/County Government

Broomfield was incorporated as a city in 1961 and established as a home-rule, Council-Manager form of government by charter in 1974. At that time, 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 county operations officially began on Nov. 15, 2001.

City Council

The City Council, which consists of a 10-member board and a mayor, functions as the policy-setting board for the City and County of Broomfield. The City Council also serves as the County Board of Commissioners. Broomfield citizens elect two council members for each of the five wards, who serve staggered four-year terms. The Mayor serves as the leader of this board and is elected at-large for a two-year term. City Council and Mayoral elections are held every two years.

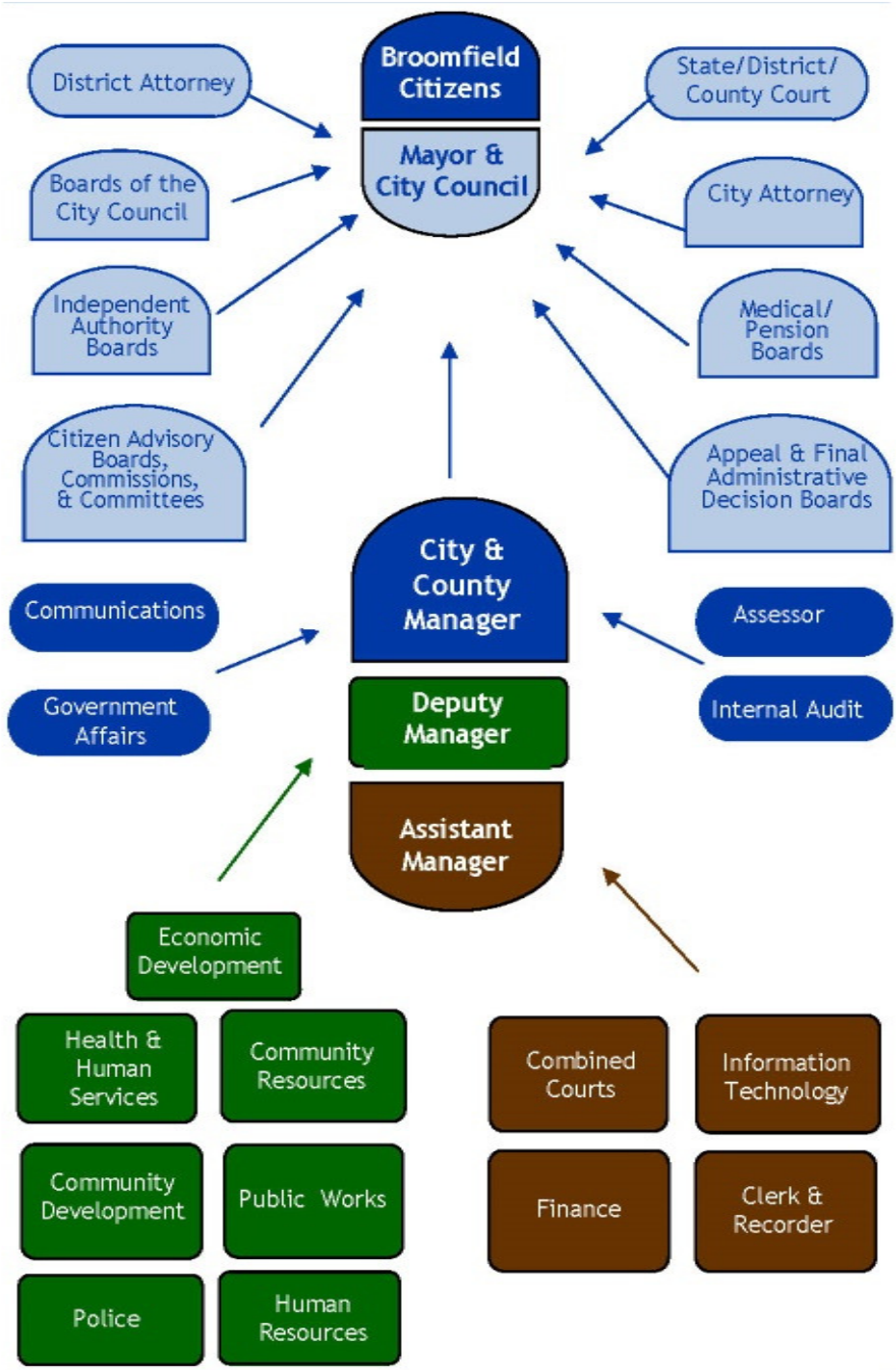


City/County Management Structure

The City and County Manager, City and County Attorney, Municipal Judge, and several citizen boards all report directly to the City Council. As the chief executive officer of the organization, the Manager is responsible for the implementation of City Council policy direction and the administration of City and County operations.

The Deputy City and County Manager and Assistant City and County Manager report to the Manager and serve in a similar capacity, with a focus on operations. There are 14 operating departments under the administration of the City and County Manager's Office.

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 2015 Budget includes 723.71 funded, full-time equivalent employees.



BROOMFIELD SCHOOLS

Adams 12 Five Star Schools
Centennial Elementary School
Coyote Ridge Elementary School
Meridian Elementary School
Mountain View Elementary School
Rocky Top Middle School
Westlake Middle School
Legacy High School

Boulder Valley School District
Aspen Creek K-8
Birch Elementary School
Emerald Elementary School
Kohl Elementary School
Broomfield Heights Middle School
Broomfield High School

Jefferson County School District
Ryan Elementary School
Mandalay Middle School
Stanley Lake High School

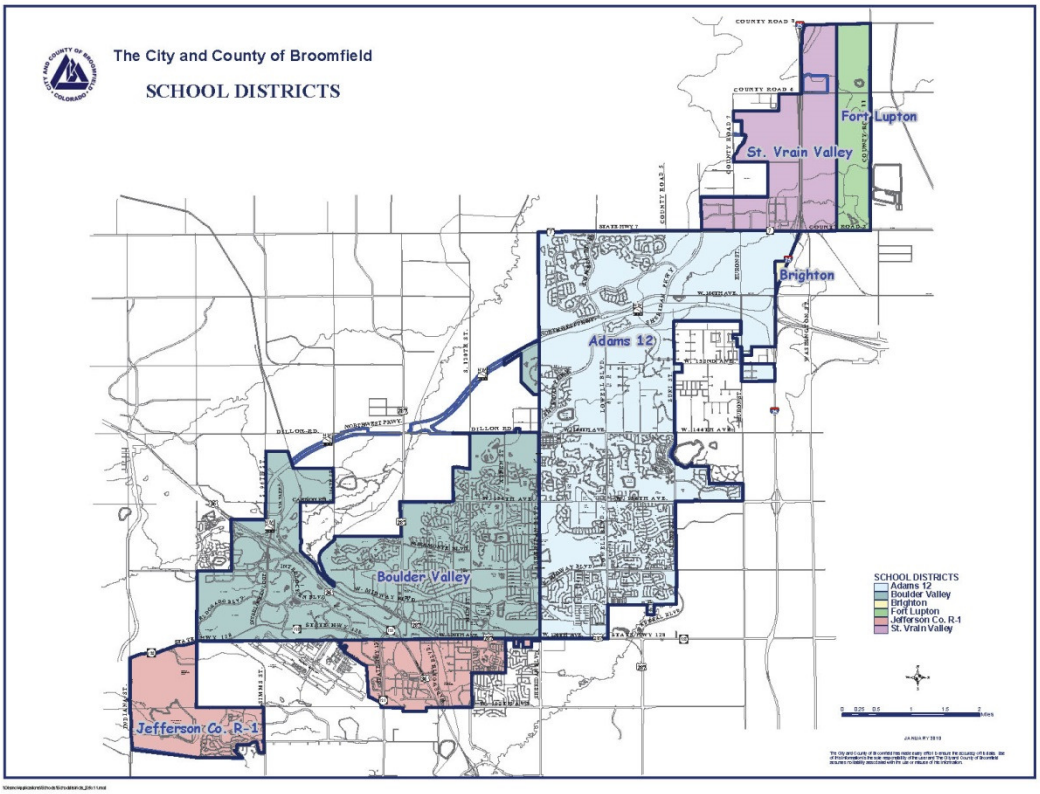
Charter and Private Schools
Beautiful Savior Lutheran School PK-8
Broomfield Academy
Front Range Academy K-12
Holy Family High School
Jefferson Academy
Nativity of Our Lord Parish K-8
Prospect Ridge Academy

Education in the Broomfield Area

Broomfield was once divided among four counties, and it continues to be served by four public school districts: Adams 12 Five Star Schools, Boulder Valley Schools, Jeffco Public Schools, and Saint Vrain Valley School District RE-1J. Broomfield's primary school districts are Adams 12 and Boulder Valley.

Broomfield is home to two large public high schools: Legacy High with an enrollment of 2,225 students, and Broomfield High with 1,396 students. Broomfield students attend Broomfield Heights Middle School, Westlake Middle School, Rocky Top Middle School, and numerous elementary schools.

In addition to traditional schools, several charter and private school options are available in Broomfield.



Higher Education

Broomfield is centrally located in the metro area, with close proximity to many colleges and universities, such as Front Range Community College, University of Colorado, Denver University, Metropolitan State University of Denver, and Regis University.

Education Demographics

According to the U.S. Census Bureau, 95.2% of Broomfield residents age 25 and older have attained a high school degree or higher, compared to 89.9% for Colorado, as a whole. Also, 47% of Broomfield residents hold a bachelor's degree or higher, compared to the state average of 36.7%.

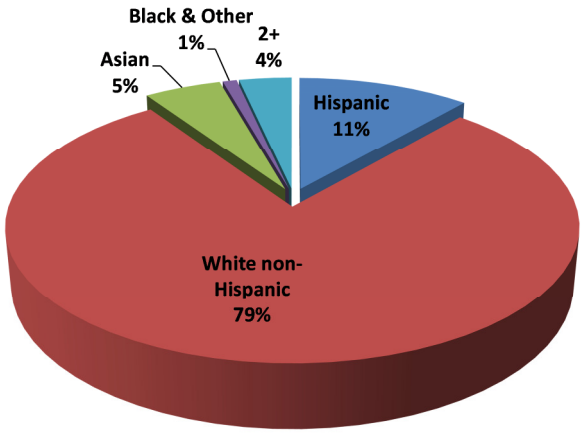
Demographic Information

With a prime location between Denver and Boulder, Broomfield is gaining a reputation as a desirable location for both families and businesses, and for many of the same reasons. Broomfield is highly educated and experiencing growth in housing, population, and new job creation.

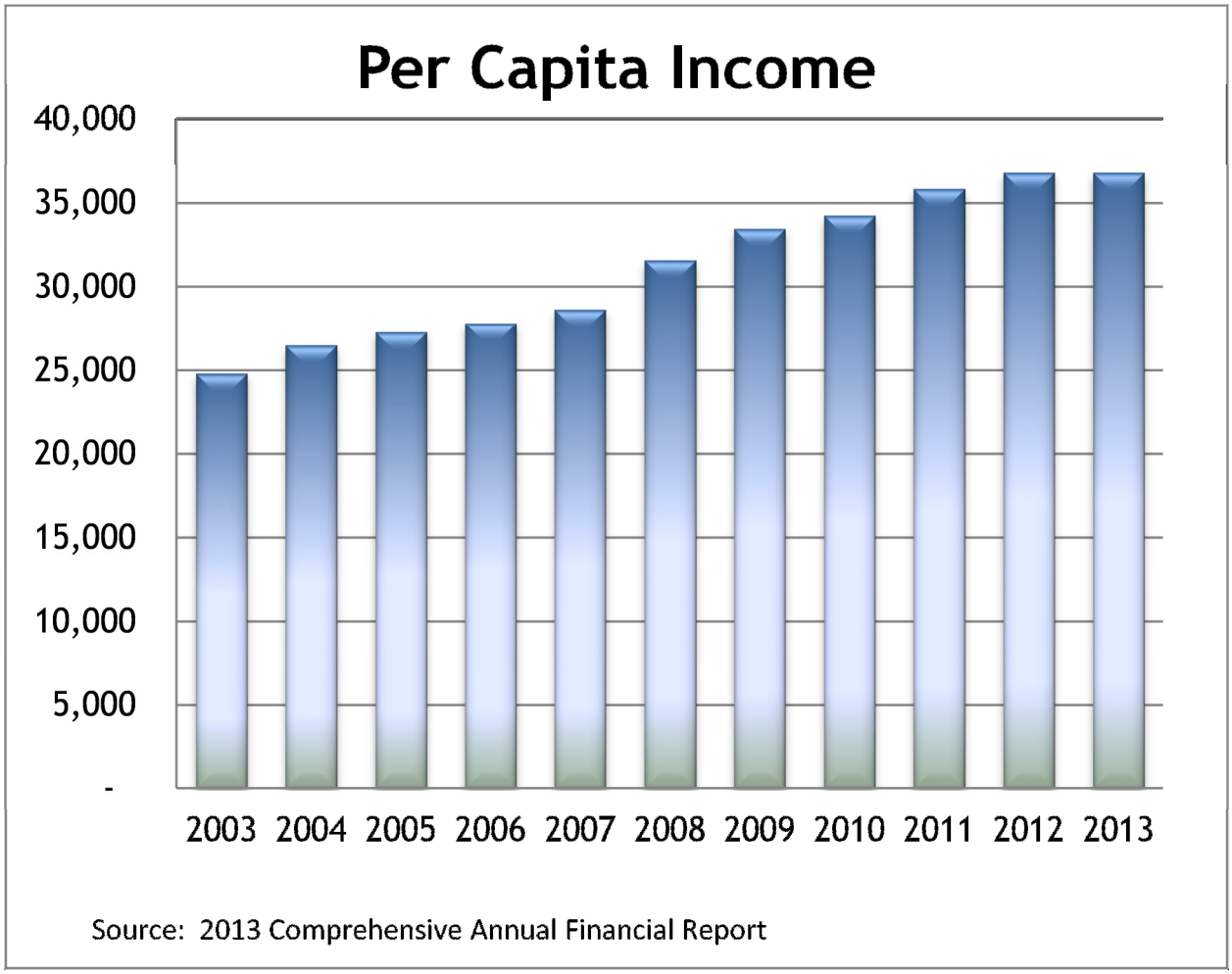
BROOMFIELD Demographic Snapshot	
Land Area (Square Miles)	33.58
Elevation (Feet)	5,344
Population (2013 Estimate)	59,471
Median Age	36.4
Number of Residential Units (as of 12/31/12)	24,032
Per Capita Income (as of 12/31/12)	$36,783
Education Level, Years of Formal Schooling	14.75

Source: U.S. Census Bureau 2010

Broomfield Population by Race/Ethnicity



Source: Colorado Department of Local Affairs



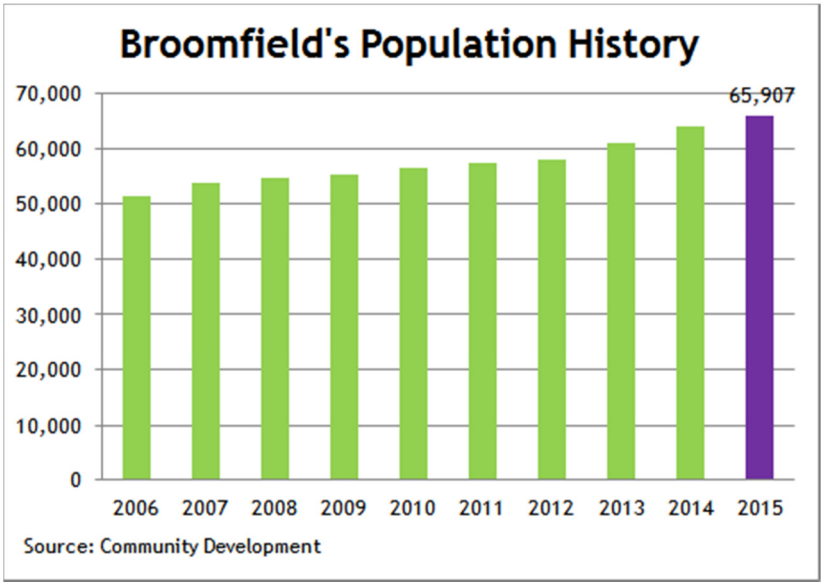
Source: 2013 Comprehensive Annual Financial Report

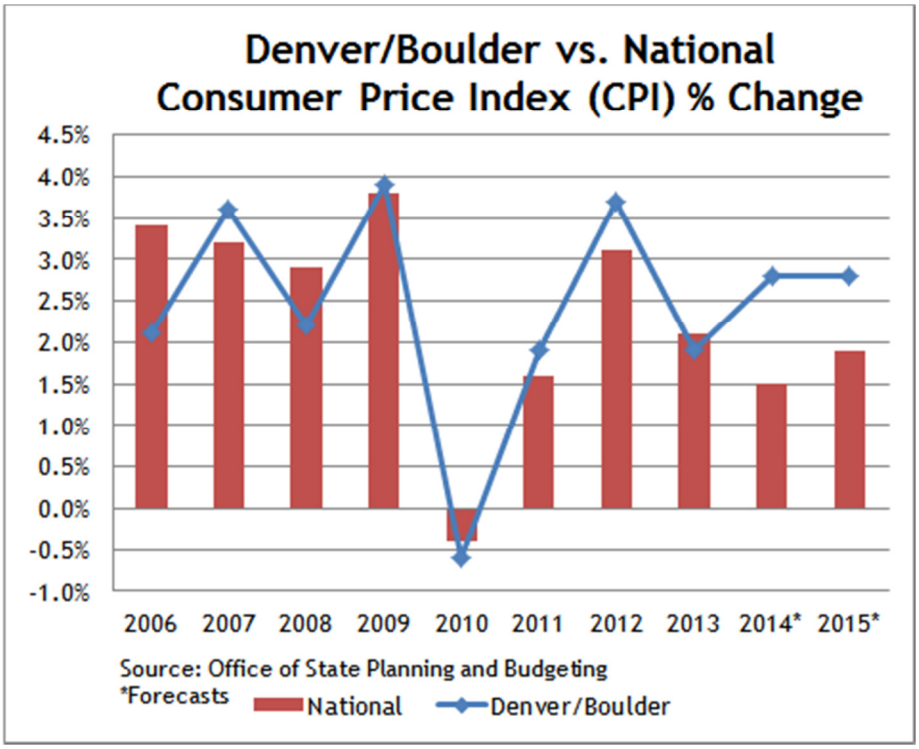
Economic Information

Population Growth Trends

According to the 2010 U.S. Census, Broomfield is the 17th largest city in Colorado. From the 2000 to 2010 Census, Broomfield's population grew 46.03 percent. By build-out, Broomfield's population is estimated to be 95,500.

Population Projection		
Year	Population	% Change
2012	57,865	5.5%
2013	60,885	5.2%
2014	63,680	4.6%
2015	65,994	3.6%
2020	76,656	16.2%
2025	84,296	10.0%
2030	88,825	5.4%
2035	92,723	4.4%
Build-Out	95,500	3.0%





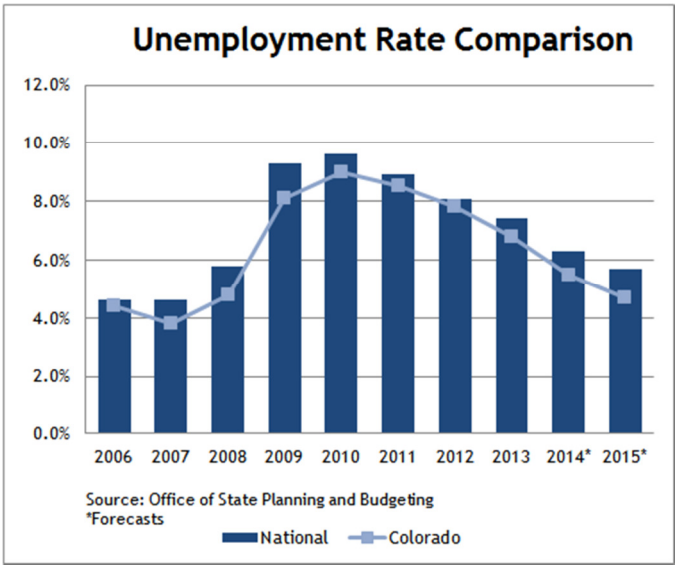
Consumer Price Index

The Consumer Price Index (CPI) is also an important indicator of economic health. The CPI is a measure of the average change, over time, in the prices paid for consumer goods and services. The annual percentage change in CPI is used as a measurement of inflation. The Denver/ Boulder metro area's CPI, over time, has averaged higher than the National CPI average.

Unemployment

There are many employment indicators that show the health and strength of a local economy. The unemployment rate is a critical indicator of economic health. As the recession hit in 2008, Colorado's unemployment jumped drastically from 4.8% in 2008 to 8.1% in 2009, and spiking in 2010, at 8.9%.

Since then, Colorado's unemployment rate has steadily declined. In 2015, it is projected to be 4.7%. Colorado was fortunate to weather the recession with lower unemployment rates than the national averages.



Employers

Broomfield has more than 30,000 jobs across all industry sectors. In the last several years, Broomfield has experienced a significant increase in high-tech and Research and Development firms and is home to more than 20 corporate, national and regional headquarters. The majority of employment in Broomfield is concentrated in the southwest quadrant of the city in and around the Interlocken Advanced Technology Environment and adjacent to the Rocky Mountain Metropolitan Airport. This area is served by the US 36 Boulder Turnpike, which provides the transportation artery for employees and products.

Broomfield Top 10 Employers

Employer	Type of Business	Number of Employees
Level 3 Communications	Internet Based Telephonic Communications	3,000
Oracle Corporation	Network Computer Systems	1,900
Hunter Douglas Inc.	Window Coverings	787
Ball Corporation	Aerospace Systems and Metal Containers	674
Sandoz Inc.	Generic Pharmaceutics	601
Brocade Communications Systems,	Network solutions	600
City & County of Broomfield	Government	600
MWH Global	International Infrastructure Engineering	500
Staples, Inc.	Office Supplies	500
Explorations/iam Inc.	Amusement/Recreation Services	400
Source: City and County of Broomfield - 2013 Comprehensive Annual Financial Report		

Property Tax

As one of the slowest areas to recover from a recession, Broomfield's property tax revenue dipped to its lowest point in 2012. It showed improvement in 2013 and 2014, but is expected to remain flat in 2015 for several reasons. Colorado statutes require property reappraisal every two years.

The last reappraisal occurred in 2013 for taxes that were paid in 2014; the next reappraisal will be conducted in 2015 for taxes to be paid in 2016. In 2014, new construction projects were initiated, mainly multi-family residential units, but these projects will not be fully reflected on the tax roll until 2016. For these reasons residential 2015 property tax revenue is projected to remain flat from the 2014 Original Budget. Commercial property tax is expected to decrease in 2015 due to revised assessed valuation for various commercial properties that successfully appealed their valuation.

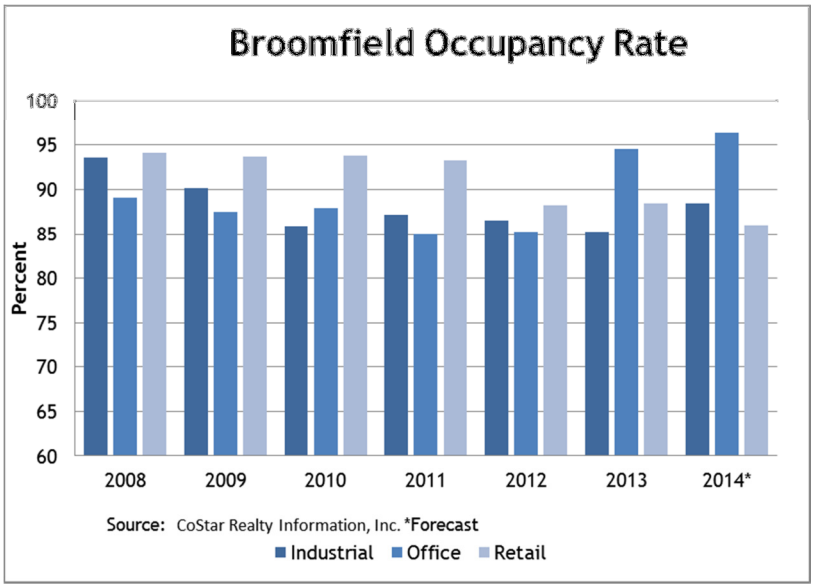
The chart below indicates Broomfield's top ten commercial Property Tax payers.

Broomfield Top 10 Property Tax Payers

Taxpayer	Type of Business	Assessed Valuation	% of Total
Oracle America Inc.	Network Computer Systems	$37,772,730	3.43%
FlatIron Holding LLC	Regional Retail Center	38,280,000	3.48%
Level 3 Communications	Communications	28,797,500	2.61%
Encana Oil & Gas USA Inc.	Oil & Gas	19,346,840	1.76%
Mountain View Acquisition Group	Commercial Real Estate	15,911,140	1.44%
Hunter Douglas Inc.	Manufacturing	12,984,570	1.18%
Public Service Co. of Colorado	Energy	14,003,100	1.27%
Semaho Inc.	Commercial Real Estate	11,658,000	1.06%
Walmart Stores Inc.	Retail Store	10,011,100	0.91%
DDR Flatiron, LLC	Commercial Real Estate	9,650,890	0.88%
Source: City and County of Broomfield -2013 Comprehensive Annual Financial Report			

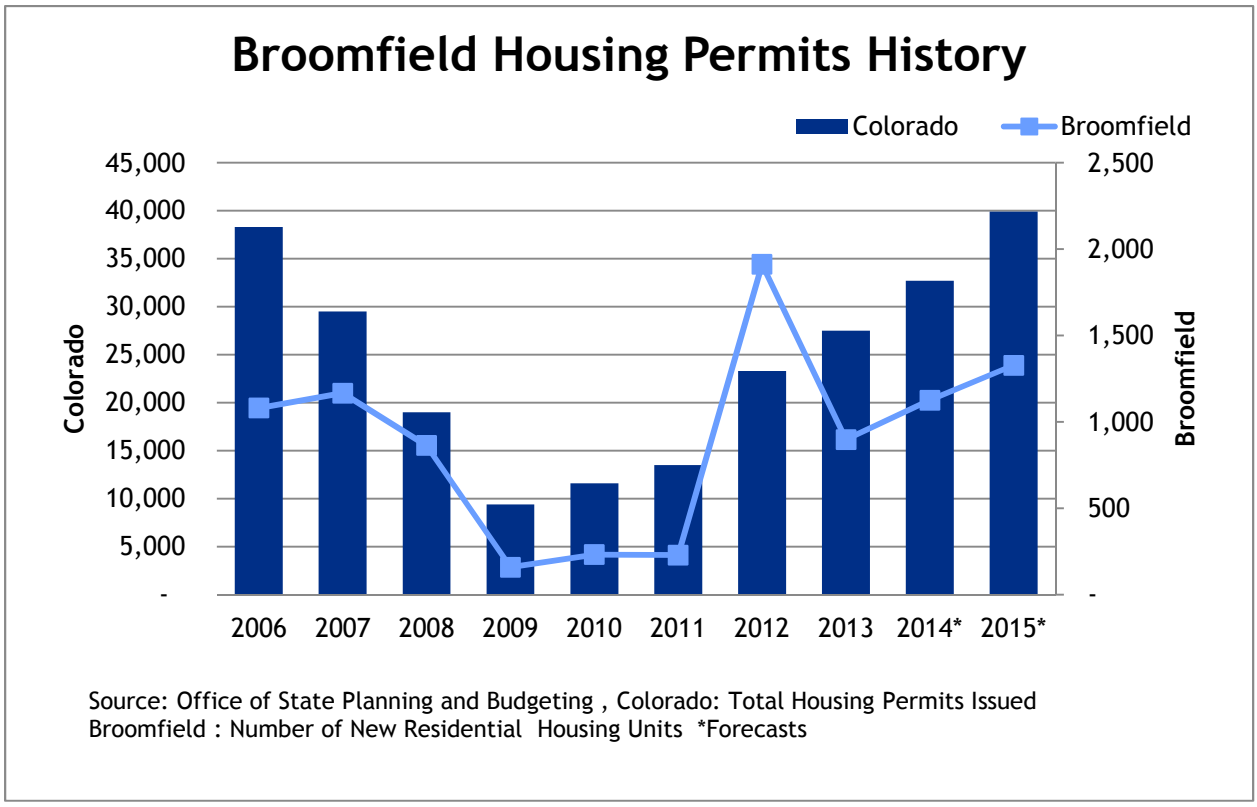
Occupancy Rate

The Occupancy Rate is the percentage of occupied office, industrial, and retail spaces in Broomfield. The forecasted 2014 occupancy rates are 88.5% for industrial space, 96.3% for office space and 86% for retail.



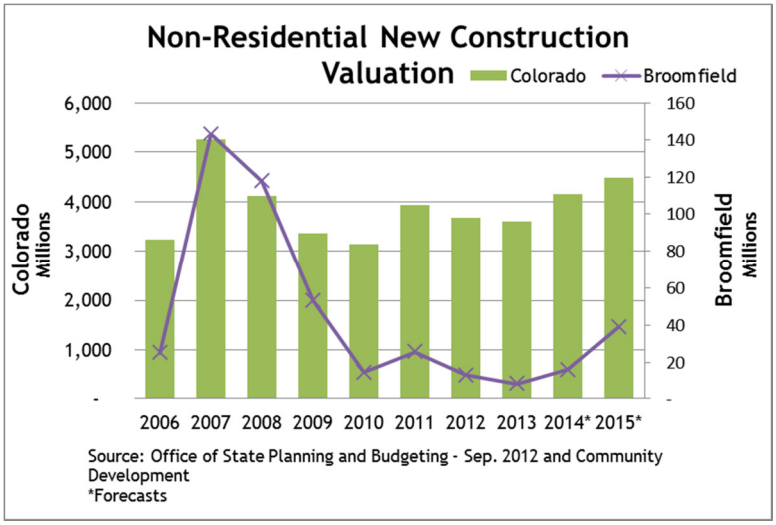
Construction Trends

New construction is an indicator of trends in both the construction industry and in the overall local economy. In the height of the construction boom, Broomfield's residential housing permits peaked at 1,166 in 2007. By 2009, they dropped to 159 permits annually and remained relatively flat in 2010 and 2011. As the market recovered, residential construction permits spiked in 2012 at 1,912. In 2013, Broomfield issued 898 residential building permits; steady growth is forecasted for 2014 and 2015 in this area.



Source: Office of State Planning and Budgeting , Colorado: Total Housing Permits Issued
Broomfield : Number of New Residential Housing Units *Forecasts

In the commercial sector, new construction indicates the economy is slowly recovering. In 2007, new commercial construction was valued at $143,270,000. After dropping to a low of $8,443,000 in 2013, non-residential construction is expected to reach $39 million in 2015.

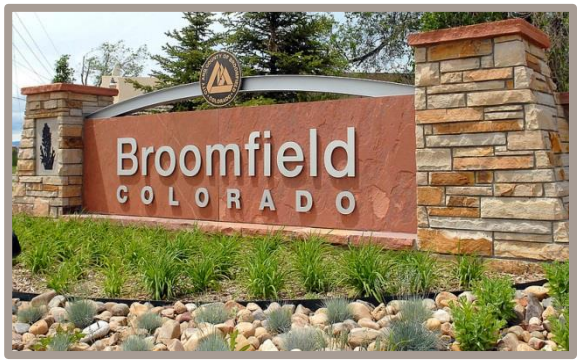


Source: Office of State Planning and Budgeting - Sep. 2012 and Community Development
*Forecasts

STRATEGIC OUTCOMES

THE CORNERSTONE OF BUDGET PLANNING

Every decision in the budgeting process is guided by Broomfield's mission to provide excellent services in an efficient, respectful, and courteous manner to enhance and protect the environment and quality of life of Broomfield citizens.



Broomfield's annual budget is also based on other short- and long-term planning tools, including its Guiding Values, Annual Council Priorities, Council Focus Sessions, Citizen Surveys and Feedback, the City and County Comprehensive Plan, the Five-Year Capital Improvements Plan, and the Long-Range Financial Plan.

These resources, which are described in the Financial Policies/Overview section, have been distilled into seven *Strategic Outcomes* that have become the foundation for budget decision-making. These outcomes are intended to be inclusive of all other goals, and communicated in clear and simple terminology.

This section describes the seven citywide Strategic Outcomes, highlighting key departmental goals and benchmarks related to each one.

STRATEGIC OUTCOMES

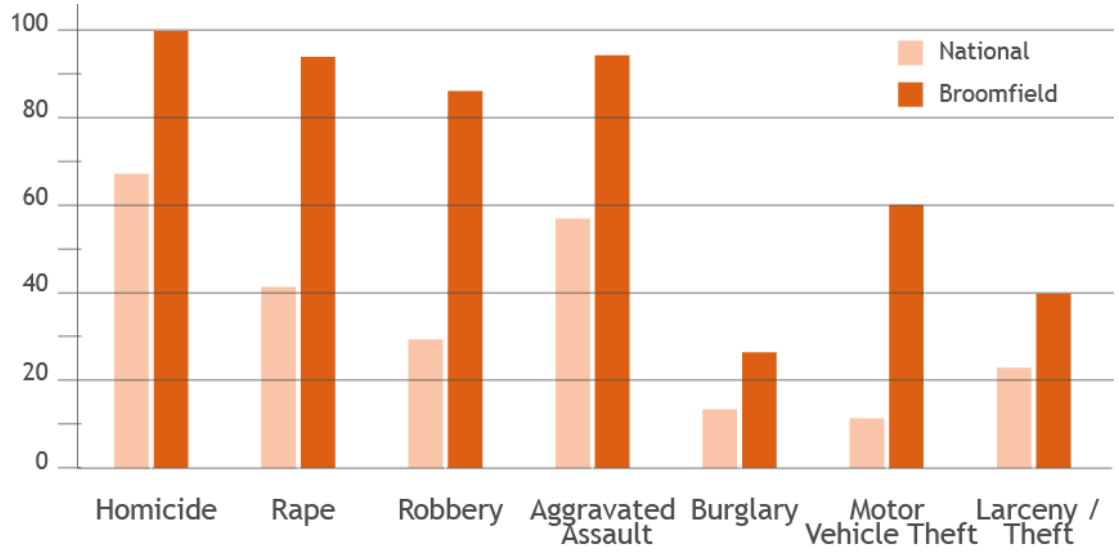
- Safe Community
- Economic Vitality
- Health, Leisure, and Educational Opportunities
- Facilities and Transportation Infrastructure
- Self Sufficiency
- Environmental Stewardship
- Engaged and Fiscally Responsible Government

Citizen input is solicited and valued at every step of the planning and budgeting process. For more detailed information, please visit the City and County of Broomfield website.

SAFE COMMUNITY

One of Broomfield's top priorities is safety for residents, businesses, and visitors. In 2014 the Police department hired a new Police Chief to replace Chief Deland, who retired after 37 years of service. The Department will continue to employ community policing strategies that emphasize proactive neighborhood engagement, prompt response to crime concerns of all seriousness, and youth engagement and education. Other 2015 Police Department improvements include implementing a new Police Information Management System, adding an additional Patrol Officer, replacing several Police vehicles, and upgrading satellite stations.

PERCENT OF CRIMES CLOSED BY ARREST IN 2013



220
NEIGHBORHOOD WATCH CAPTAINS

The Safe Community Outcome extends beyond the Police department. The Open Space and Trails division continues to provide innovative programs and education to help citizens coexist with wildlife in Broomfield and improvements to trails, connections, and signage. Health and Human Services oversees restaurant inspections and sponsorship of free car seat checks.

617
RESTAURANT INSPECTIONS

77
FREE CAR SEAT CHECKS

To support Broomfield's projected growth in residential construction, Community Development will add an Engineering Construction Inspector position and increase administrative staff hours in 2015 to support the priority goal of safe buildings and infrastructure within the community.

3301
FIRE HYDRANTS SERVICED

ECONOMIC VITALITY

Broomfield's second strategic outcome is to promote economic vitality by fostering a balanced and sustainable economy that provides quality housing, employment, and shopping opportunities. Efforts are guided by Broomfield's Economic Development Strategic Plan, which is continually updated to meet changing conditions and opportunities.

One indicator of Broomfield's economic vitality is the strength of its job market. In 2013, Forbes recognized Denver-Aurora-Broomfield as one of the 20 best big cities for jobs in the nation.

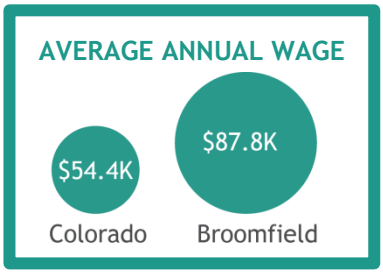


Broomfield continues to work with existing businesses to ensure retention of the local employment and tax base, to support expansion plans that add jobs and private investment, and to enhance the local business climate in partnership with Broomfield-based companies.



NEW BUSINESS IN BROOMFIELD

In 2013, eight companies moved to or expanded in Broomfield, resulting in 881 new jobs. Compared to statewide averages, the Broomfield work force is both highly educated and well paid. The average annual wage in Broomfield is $87,800, compared to the Colorado average of $54,400.



In 2015, Broomfield will launch a marketing campaign aimed at attracting additional business development. The effort will target unique retail and dining opportunities, as well as corporate expansion and relocation.

In an effort to foster entrepreneurship and small business growth, Broomfield will continue to partner with the Broomfield Chamber of Commerce, North Metro Small Business Development Center, and the Broomfield Business Resource Center to provide programming and resources to support the creation and sustainability of small business in the community.

EcoSys

at home
The Home Décor Superstore

The KitchenCoop

Wonderland Brewing Co.

gogo

SCL Health

HEALTH, LEISURE AND EDUCATION

Broomfield is the 19th Best Place to Live in the USA.

Money Magazine

Broomfield's third strategic outcome is to offer health, leisure, and educational opportunities, including a broad spectrum of recreation, culture, education, and entertainment for all residents. These are the programs that perhaps most characterize Broomfield's quality of life, including the Mamie Doud Eisenhower Public Library, recreation centers and programs, open space and parks, and the Broomfield Auditorium.



THE LIBRARY

In 2015, the library will expand its collection of e-books, DVDs, and downloadable audio books, and will continue the upgrade work with the Library Consortium. Other areas of emphasis are Broomfield's Early Learning and Parenting Outreach program and the Summer Reading Program.

CULTURE AND MUSEUMS

Several of Broomfield's key artistic and historic facilities are proposed to receive attention in 2015 to position them for continued success in the future. Improvements to the Broomfield Auditorium's backstage area will be completed in 2015, and the budget also includes funding for new scheduling software for booking Auditorium rentals.

Staff completed a historic assessment of the Depot Museum in 2013, which provided a basis for restoration planning. The 2014 and 2015 Capital Budget includes funding for structural improvements needed to stabilize the building.



HEALTH

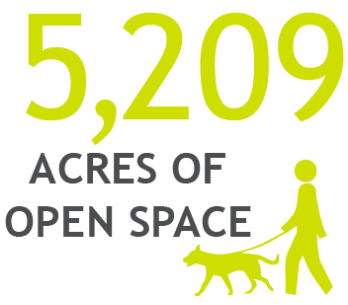
Public Health has continued funding to help promote practices, policies, and programming to support healthy eating, active living, and prevention of chronic diseases. Programs include car seat education, vaccinations and immunizations, home nursing visits to pregnant women and newborns deemed at risk, and substance abuse intervention.

RECREATION

In 2015, funding will continue for a broad range of programs aimed at meeting the recreation and fitness needs of a multi-generational population, including additional temporary staffing for the Summer Camp program and renovations at The Bay and Broomfield Community Center.

PARKS AND TRAILS

The Capital Budget includes several improvements to parks and trails. To keep playgrounds safe and attractive for families, the budget includes funding to replace aged equipment at several parks and addition of shade shelters at Anne Crouse Park and Bronco Park. Improvements to the amenities and landscaping at Tom Frost Reservoir are proposed, and the third pod at Broomfield County Commons will be developed with athletic fields in artificial turf to allow year-round use.



FACILITIES AND TRANSPORTATION

Broomfield's fourth strategic outcome is providing the Facilities and Transportation Infrastructure necessary for safe, well-maintained and attractive facilities, streets, and utilities. Infrastructure maintenance is a fundamental responsibility for City and County government, and Broomfield recognizes its important contribution to the community's character and quality of life. The 2015 budget continues funding for maintenance of all streets, parks, utilities, facilities, traffic signals and signs, and all of the equipment required to deliver these services.



Call-n-Ride



In 2015, Broomfield will participate in a joint funding proposal with RTD to expand the Call-n-Ride program to northeast Broomfield. The proposal is a three-year agreement in which Broomfield will pay 30% of the cost of two new Call-n-Ride buses and operating costs. At the end of the three-year period, RTD will evaluate the ridership to determine if the program should be continued; if it is continued, RTD will fund it 100%. If the program is not continued, Broomfield will have option to purchase the buses for a nominal fee to be use for any purpose such as continuing the routes (Broomfield paying 100% of the cost) or as additional or replacement for Senior Services Easy Ride buses.

Funding for 2015 improvements for 144th/Dillon Road and transferring an additional $2 million from general governmental operating revenue to the Transportation Reserve to cash fund the required $10 million improvement planned for 2018 and continuation of the Lowell Blvd. improvements;

CHOOSE YOUR MOVE
US 36 EXPRESS LANES PROJECT

Facilities improvements include completion of design and construction for the new Health and Human Services building in 2015; continuing to build reserves for the next planned facility, the Service Center; and funding HVAC replacement, carpet replacement, security enhancements, and storm drainage improvements.

Other infrastructure improvements include continuing the pavement preservation program with $3.5 million allocated for 26 miles of street resurfacing work to extend the pavement's useful life and replacing approximately 5,000 feet of aged and deteriorating water mains.

SELF SUFFICIENCY

The City and County of Broomfield's fifth strategic outcome is to promote self sufficiency by providing assistance to individuals and households requiring basic and temporary health and financial assistance.

New Health and Human Services Building

At Council's direction, the top priority for Broomfield's facility needs is a new Health and Human Services Building to better meet the needs of the clients served. The Capital Improvement Plan (CIP) funded the initial design of the new facility in 2014, and includes the estimated cost of construction, which will begin in 2015. The new building will be paid for with cash that has been set aside for this purpose and will not contribute to Broomfield's debt.



2012: PROJECT APPROVED
2013: SITE SELECTED
2014: SITE PURCHASED
2015: CONSTRUCTION

Affordable Care Act

The Affordable Care Act continues to have an impact on the Health and Human Services Department by increasing the need to help the public understand the Health Insurance Exchange and increased eligibility issues for Medicaid benefits. To support these needs, federal and state grant funds have been awarded to continue one limited appointment position added in 2014. In 2015, 1.0 additional FTEs is being proposed.

Senior Services

Senior Services has also experienced an impact as Broomfield's demographic shifts toward a larger senior population. According to the latest U.S. Census, Broomfield's seniors (65 and older) represent 11.8% of the total population; DRCOG estimates this age group will grow to 20% of the total population at build-out.

Grant funds will be used in 2015 to help fund new regional transportation scheduling software for seniors and replacement of a vehicle and bus. Drivers' hours will be increased to expand the Easy Ride service hours to keep up with demand.

32,690
TOTAL MEALS
Served to Broomfield Seniors in 2013

Housing Authority

The Broomfield Housing Authority will continue to provide assistance for low- and moderate-income residents through various programs: Tenant Based Rental Assistance, Housing Weatherization, and Home Repair and Rehabilitation. In 2014, the Housing Authority distributed $50,000 in Foothills United Way grant funds to assist qualified Broomfield residents with home repairs related to 2013 flood/storm damage not covered by insurance.

ENVIRONMENTAL STEWARDSHIP

Caring for the Community

The City and County of Broomfield has worked hard to position itself as a regional leader in environmental stewardship, open space preservation, and water resources management. This is the combined effort of many different departments and divisions and is a top priority in planning sessions.

Broomfield is committed to upholding high standards in the areas of energy and water conservation, air quality, recycling, open space preservation, green building practices, and natural resource management.

Water Resources

20,542
Water Quality Analyses for Safe Drinking Water

Planning for future water resource needs is of paramount importance for Broomfield's future. In 2014, Public Works completed a water conservation plan and offered water audits and incentives to citizens to install low-use water appliances; these programs will continue in 2015. They also completed water irrigation audits on many City and County parks. In 2014, two limited appointment positions were added to help upgrade Broomfield's irrigation systems to improve efficiencies; these positions will continue into 2015.

>545 TONS
of garbage

40 TONS
WERE RECYCLED

Spring Cleanup

The Solid Waste and Recycling division's budget will increase by $25,000 in 2015 for the Spring Cleanup program. In 2013, this curbside event collected 545 tons of garbage and recycled 40 tons of hard-to-dispose-of items at no charge to citizens.

Saving the Trees

A key Parks initiative in 2015 is funding to battle the Emerald Ash Borer (EAB), which is expected to threaten as many as 4,300 trees. The budget includes increased pruning and trimming costs, funds to replace trees less than 8" diameter, and treatment costs needed to save large trees.

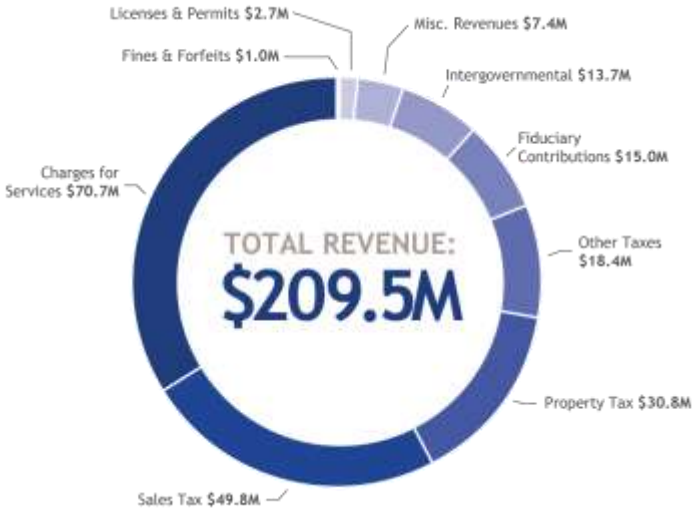
Other 2015 Environmental Stewardship Improvements

- Addition of a second tree branch recycling center near the Service Center on Lowell Blvd.
- Completion of the federal permitting phase of the Windy Gap Firming project, which is needed to meet future water demands at build-out.
- Upgraded electronic meter reading system and funding of credit card processing, both of which will improve efficiency and reduce the use of natural resources.
- Continued improvement of wastewater treatment facilities to meet air and water quality standards.
- Continued commitment to open lands. The 2015 Capital Improvements Program Budget allocates $2,196,700 for trail links and staff continues to strategically consider property acquisitions that improve the system of open lands as Broomfield continues to grow.

FISCALLY RESPONSIBLE GOVERNMENT

Money Matters

The City and County of Broomfield's seventh strategic outcome is to sustain a local government that is innovative, responsive, efficient, and fiscally responsible. A key example of this commitment is the 2015 annual budget, which is balanced, continues high-quality services to Broomfield citizens, and maintains operating reserves above the target of 16.67% of planned operating expenditures. The 2015 budget is within one percent of the 2014 budget, and 20.45% lower than the revised estimate.







While Broomfield strives to incorporate these responsible values into all services, a number of 2015 initiatives are *directly* intended to reinforce and enhance the strategic outcomes in this area.

- The Assessor department hired a new Assessor during 2014 following the retirement of the prior Assessor; the 2015 budget includes an additional position to keep up with growth.
- Following the November 2013 election, the City and County Clerk Department conducted a thorough review of its practices and updated its procedures manuals and training materials; the 2015 budget includes another full-time Election Technician to ensure that all election responsibilities are met during the election cycle.
- To keep pace with the rapid pace of technology development, the City and County is carefully planning for implementation of new technologies to make the workplace more efficient and effective while improving service quality.
- Broomfield is training a team of existing employees from a range of departments in "Six Sigma/Lean" business process improvement techniques to help facilitate innovation and improve effectiveness and efficiencies.

This section contains information about Broomfield's planning processes – both long-term strategic goals and short-term factors used in the decision making process when developing the 2015 Budget. It includes an overview of significant budgetary items and issues, including an economic overview, major revenue trends and assumptions, and expenditure trends by function. Also included are financial and non-financial policies, the basis of budgeting, and the budget process.

Short-term and Long-term Planning Processes

Broomfield's Mission Statement and Guiding Values

Broomfield's Mission Statement and Guiding Values (see page iii) play an important role in the budget process. These values are collectively known as the "The Broomfield Way" and they are one of the driving forces behind the service level the City and County provides for its citizens. The City and County budget supports this expected service level.

Council Focus Session

The City Council holds a Council Focus Session at the beginning of each year to identify both short- and long-term priorities for the current year and the upcoming budget development process. On a monthly basis, City Council reviews a progress report detailing the work completed on the short-term priorities for the current budget year. In addition to the City Council focus session in February, City Council holds Budget Study Sessions in the fall to ensure both short- and long-term goals are being addressed in the budget process.

City and County Comprehensive Plan

Longer-term priorities are driven by the City and County Comprehensive Plan, which was updated in 2005. This dynamic, 20-year policy serves as the principal planning document addressing Broomfield's goals and policies related to land use and other key community issues. These key issues and goals are summarized in 10 functional elements. This document is formally revised approximately every 10 years, and it is amended as needed to incorporate changes or updates. The plan will be updated in 2015. On a quarterly basis, City Council reviews the progress of the action steps in the plan and evaluates the progress of the plan implementation. The document has been amended several times since 2005 keeping the document up-to-date with current policy. Appendix H summarizes the 10 functional elements of the plan and includes the vision statement, goals, and action plans for each area.

Strategic Map and Services Efforts and Accomplishments

The diagram in Appendix G shows how Broomfield links the Mission Statement, Guiding Values, City Council Priorities and the Comprehensive Plan to the Strategic Outcomes. On an annual basis, departments submit detailed objectives with both short-term and on-going goals, as part of the Services Efforts and Accomplishments (SEA) process, highlighting what they would like to achieve in the next one to two years. These department-specific goals correspond to the appropriate Strategic Outcome from the Strategy Map. A list of all the SEA can be found in Appendix J. The SEA data is tracked on a monthly basis throughout the year and the departments are required to submit statistical and benchmarking data that is used as background data for justification of the proposed budget submittal. Additionally, all new initiatives must tie to one of the Strategic Outcomes.

Five-Year Capital Improvements Plan

Capital infrastructure needs are projected in a Five-Year Capital Improvements Plan, which is updated each spring. The plan includes capital rehabilitation and asset replacement needs in addition to desires for new amenities, and expanded and new facilities. The plan assists with forecasting needs for enhanced capital revenues, such as bond funding, to meet large infrastructure needs. Projects are added to the plan through Citizen Committees and department staff. Funded

capital projects that advance City Council priorities are noted in the Capital Improvements Section of the budget document.

Long-Range Financial Plan

The City and County of Broomfield has also adopted a Long-Range Financial Plan (LRFP). The original plan was adopted in 2004 and will be updated approximately every five years. It was updated in 2009 and staff completed an update in 2013. The LRFP is a comprehensive land-use plan that projects financial sustainability at build-out. When Broomfield became a county in 2001, under state law, it would be very difficult to annex additional land; therefore our borders are set, and we can create an appropriate and sustainable land use pattern that will provide the framework for our strategic planning and economic goals. The LRFP looks at future estimates by five-year increments to estimated build-out. It incorporates the 2005 Comprehensive Plan and uses detailed 20-year rolling models to project revenue and expenditures, both operating and capital. It is designed to be a dynamic tool to provide the City and County of Broomfield and its employees, at all levels, a clear leadership direction, with focus on the 2015-2019 five-year forecasts when preparing the 2015 Budget. The 2004, 2009, and 2013 updates are available on the City website and a summary of the 2013 Plan is located in Appendix I.

Citizen Survey

Finally, Broomfield also receives information from its citizens in many different ways to help with short and long-term planning. A Citizen Survey is conducted every three to five years and focuses on quality of service and policy direction. Where applicable, survey responses are compared with ratings from other municipalities to provide benchmarking data. Specific policy questions help Council and management guide the budget to meet citizens' concerns and needs. This information is presented on the City/County website and in the annual SEA document. Citizen comments are invited throughout the year at every City Council meeting and, specifically, at two City Council meetings where citizens can make suggestions prior to and after the proposed budget have been submitted in order to suggest changes or additions. Broomfield also has several Citizen Committees that meet throughout the year and provide a valuable source of planning direction for both short and long-term goals. The most current Citizen Survey was completed in 2012 and summary of the results is located in Appendix K. The full survey and results can be found on the City and County website. Funds are included in the 2015 to conduct a Citizen Survey.

General Budget Process

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, the Manager submits to the City Council (Council) a proposed operating and capital budget for the next fiscal year commencing on January 1. The budget includes proposed expenditures and the means of financing them. Broomfield submits a balanced budget: 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 14, the budget is legally enacted through the passage of a resolution. The last date to certify tax levies is December 15. A certified copy of the budget must be filed with the State of Colorado Division of Local Government by January 30.

Once the budget has been enacted, the City and County 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 in the form of a Budget Amendment

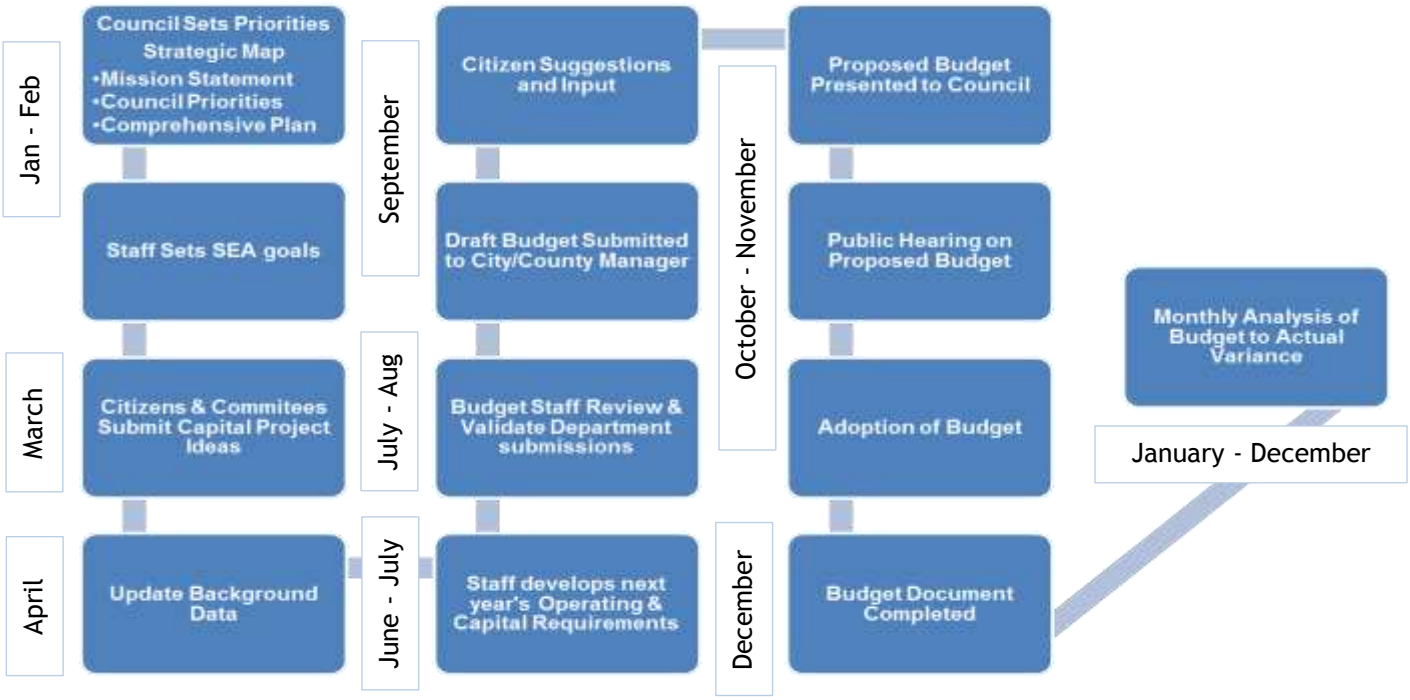
Resolution. Broomfield maintains an encumbrance accounting system as one technique of accomplishing budgetary control. If, during the fiscal year, the Manager certifies that there are new revenues available for appropriation, Council may pass a resolution to make supplemental appropriations up to the amount of such new revenue, using the same methodology as was used to adopt the original budget.

To meet a public emergency affecting life, health, property, or the public peace, Council may make emergency appropriations. Such appropriations may be made by emergency ordinance in accordance with provision of the Broomfield Charter. If revenues are unavailable to meet an emergency appropriation, Council may authorize the issuance of emergency notes, which must be paid no later than the last day of the following fiscal year. All appropriations, except for Capital Expenditures Fund or Special Fund appropriations, shall lapse at year-end, per state statutes.

During the year, City Council reviews financial data at the second City Council session of each month. The Financial Report compares actual data to the budget and prior year actuals for key revenue and expense items. The data is presented in the form of charts and graphs, and is available for citizen review at the Council meeting and on the City and County website.

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. Important dates for the development of the subsequent budget are listed in the chart below.



Fiscal Policies

The City and County of Broomfield uses the following policies in managing its financial and budget processes. The policies represent long-standing principles that have continually guided the City and County to sustain financial stability, even during economy downturns. These policies are reviewed annually and are updated as needed. The policies incorporate Governmental Financial Officers Association (GFOA) best practices. Below is a summary of each policy.

General Financial Policies

- 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

- A preliminary budget calendar will be prepared no later than March 31 of each year.
- An annual operating budget will be developed by verifying or conservatively projecting revenues and expenditures for the current and forthcoming fiscal year.
- The City and County will adopt a balanced budget by December 14 of each year.
- The budget is considered balanced when current operating expenditures (excluding one-time items) are paid for from current operating revenues.

Revenue Policies

- The City and County will develop and maintain a diversified and stable revenue system to shelter it from short-term fluctuations in any one revenue source.
- The City and County will estimate its annual revenues by an objective, analytical process, utilizing trends, judgmental, and statistical analyses, as appropriate.

Expenditure Policies

- The City and County will maintain a level of expenditures, which will provide for the public well-being and safety of community residents.

Utility Rates and Fees

- The City and County will 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.
- Utility license fees will be set to cover the cost of growth-related expenditures.

Capital Improvement Budget Policies

- The City and County will project its equipment replacement and maintenance schedule needs for the next five years and will update this projection each year. From this projection, a maintenance and replacement schedule will be developed and followed.
- The City and County will develop a multi-year plan for capital improvements, including Capital Improvement Program (CIP) design, development, implementation, and operating and maintenance costs.
- The City and County will identify the estimated costs, potential funding sources, and projected annual operating costs for each capital project proposal before it is submitted to Council for approval.
- The City and County will 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 in which the CIP is to be implemented.

Short-Term Debt Policies

- The City and County may use short-term debt to satisfy temporary or emergency cash flow needs. All short-term borrowing will be subject to Council approval by ordinance or resolution.

Long-Term Debt Policies

- Long-term borrowing will be used to finance capital improvements that cannot be funded from current revenues.
- Proceeds from long-term debt will not be used for current, ongoing operations.
- Debt limits are set in the City Charter.
- Debt limits shall not exceed 10% of the City's assessed valuation.

Reserve Policies

- The City and County's policy is to 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.
- Enterprise funds (utility funds) will maintain operating 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 three years 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 the City's essential service programs and funding requirements during periods of economic downturn or other unforeseen catastrophic costs.
- City Council approval is required before expending any reserves.

Investment Policies

- The City and County's available cash will be invested in accordance with applicable laws, adopted investment policies, and with projected cash flow requirements.

Fund Balance

- A fund balance is the difference between a fund's sources and uses of funds.
- Portions of fund balance can be designated for specific purposes.

Accounting, Auditing & Financial Reporting

- The City and County's accounting and financial reporting systems will be maintained in conformance with Generally Accepted Accounting Principles and Standards (GAAP) of the Government Accounting Standards Board (GASB).
- A fixed asset system will be maintained to identify all City and County assets, their condition, historical cost, replacement value, and useful life.
- Monthly financial reports will be submitted to the City Council and made available to the public.
- Full and continuing disclosure will be provided in the general financial statements and bond representations.
- A financial community credit rating of investment grade or higher will be maintained.
- An annual audit will be performed by an independent public accounting firm with the subsequent issue of an official Comprehensive Annual Financial Report, including an audit opinion.

- Internal audit will be performed regularly throughout the year.

Basis of Budgeting

The Comprehensive Annual Financial Report (CAFR) shows the status of the City's finances on a basis of generally accepted accounting principles (GAAP). Budgets for all governmental funds (e.g., general fund) are adopted on a basis consistent with GAAP. The modified accrual basis is used for these funds and recognizes revenue 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 collectible within the current period or soon enough thereafter to be used to pay liabilities of the current period. Expenditures are recorded when the related fund liability is incurred.

Budgets for enterprise funds (water, sewer, and water reclamation) and fiduciary funds (pension funds) are adopted on a non-GAAP budgetary basis to fulfill statutory requirements. Principally, budgeting for the enterprise funds provides for a full accrual basis of accounting, capital expenditures and bond principal payments, but does not provide for depreciation or amortization. Under this method, revenues are recorded when earned and expenses are recorded at the time liabilities are incurred. Water and Wastewater services furnished to customers are recognized as revenue when provided.

Compliance with Amendment 1 of the Colorado State Constitution

The 2015 Budget is in compliance with Amendment 1 of the state constitution, referred to as the Taxpayers' Bill of Rights (TABOR). Broomfield voters, through a general election, voted to exempt sales and use tax revenues, property tax revenues, services expansion fee revenues, and growth related revenues from Amendment 1. Amendment 1 also requires a reserve of 3% of general government spending. For 2015, this requires a reserve of $3.4 million which is satisfied by the budgeted operating reserves of $17.1 million. The emphasis on building reserves is particularly important to the City and County to protect its financial position in a volatile economy that continues to fluctuate due to uncertainty associated with foreign policy, and corporate asset valuation with reporting adjustments.

Economic Outlook

The growth for the City and County of Broomfield has been substantial over the past several years until late in 2008 when the downturn in the economic conditions slowed growth. Broomfield has recovered from the recession and is returning to growth in most areas at the same rate as prior to the recession. The following is a table of indicators that provides a snapshot of this growth.

Description of Indicator	2011	2012	2013	2014 Revised Est.	2015 Estimate	% Change 14 Revised - 15
Square Miles	33.6	33.6	33.6	33.6	33.6	0.0%
Population	57,336	57,865	59,278	63,860	65,907	3.2%
New Commercial Square Feet	54,788	54,788	12,850	13,378	152,032	1036.4%
Total Assessed Valuation in millions	1,014	982	987	1,101	1,084	-1.5%
Retail Sales in millions	1,066	1,124	1,138	1,185	1,201	1.3%
Developed Parks, Recreation & Athletic Fields	693	725	734	734	801	9.1%
Acres of Maintained Native Areas	3,973	3,976	3,976	3,976	3,976	0.0%
Miles of Streets	243	245	248	249	251	0.8%
Total Acre Feet of Water Treated	5,701	7,700	6,277	8,478	8,478	0.0%
City/County Facilities Square Feet	498,361	498,361	498,361	498,361	498,361	0.0%

Residential Development Activity

Broomfield experienced moderate residential growth and development until 2008. Broomfield is projecting steady single family residential growth for the remainder of 2014 and 2015. Several multi-family developments were started in 2014 and additional developments are planned for 2015. The following charts itemize annual activity of housing starts.

Single Family Housing Starts -- Five Year		
Year	Number	% Change
2011	187	10.00%
2012	135	-27.81%
2013	292	116.30%
2014 Est.	478	63.70%
2015 Est.	442	-7.53%
Five Year Total	1,534	

Multi Family Housing Starts -- Five Year Summary		
Year	Number	% Change
2011	42	-32.26%
2012	1,777	4130.95%
2013	606	-65.90%
2014 Est.	648	6.93%
2015 Est.	886	36.73%
Five Year Total	3,959	

Commercial and Industrial Development

Broomfield continues to experience slow growth in commercial activity. An office building and some commercial and retail mix are projected for 2015. The chart below summarizes commercial and industrial development activity.

Commercial & Industrial Development Projections					
	2011	2012	2013	2014 Revised	2015 Estimated
New Square Feet	25,489,264	54,788	12,850	13,378	152,032
Est. Valuation	$16,414,580	$5,725,656	$959,000	$1,823,000	$19,064,000
Est. Assessed Valuation	$4,760,228	$1,660,440	$278,110	$528,670	$5,528,560

Denver - Boulder Consumer Price Index

Colorado's economy is facing the same challenges as the rest of the country. In September of 2014, the Office of State Planning and Budgeting (OSPB) projected a 4.7% unemployment rate for 2015. It is anticipated that the OSPB will not revise its estimate unless the economic conditions deteriorate in the last quarter. Overall, Colorado's inflation rate change is projected at 2.6% for 2015, which is higher than the national average of 2.1% for 2015.

Denver - Boulder CPI					
	Actual 2011	Actual 2012	Actual 2013	Projected 2014	Projected 2015
% Change	3.70%	1.90%	2.80%	2.80%	2.60%

Major Revenues

The City and County's major on-going revenue sources are sales and use tax, property tax, charges for services, and intergovernmental revenues. These revenue sources support the operations, capital improvements, and debt services for the City and County. Sales tax represents 20% of the total revenues expected in 2015, and property tax represents 13% of the total revenues. The 2015

estimates for all revenue sources are summarized below. There is no tax rate increase in 2015 and no rate increase water and sewer service fees or license fees.

2015 Total Revenues by Source		
Taxes	$ 99,021,041	41%
Licenses & Permits	2,686,994	1%
Intergovernmental	13,702,202	6%
Charges for Services	70,744,933	29%
Fines & Forfeits	1,035,500	0%
Misc. Revenues	7,345,649	3%
Transfers	33,898,046	14%
Fiduciary Contributions	14,983,963	6%
Total	$ 243,418,328	100.0%

Sales Tax

The City and County total sales tax rate is 4.15% allocated as follows: 2.00% for the City General Fund, 1.50% for the Sales and Use Tax Capital Improvements Fund, 0.40% for the County General Fund, and 0.25% for the Open Space and Park Development Fund.

Sales and Use Tax Rates			
	2014	**2015**	**% Ch**
City	3.75%	3.75%	0.00%
County	0.40%	0.40%	0.00%
Total	4.15%	4.15%	0.00%

Sales Tax represents 50% of the Tax revenues expected to be collected in 2015. It is a revenue source that is directly impacted by current economic conditions. The addition of Flatiron Crossing Mall in 2001 and the surrounding retail areas have helped insulate Broomfield from downturns in retail sales. These 1.4 million square feet of retail area generate 35% of the sales tax collected. In the 2015 Budget, sales tax is estimated to increase 1.32% as compared to the revised budget projections for 2014. This conservative projection is due to retail competition from surrounding communities and a slow economic recovery in new retail development. In projecting Sale Tax, the prior year actual revenue trend is considered, along with average sales tax per square foot for each type of establishment, and projections for new business expected to open during 2015.

Sales Tax Collection				
Fiscal Year	Retail Sq. Ft.	Sales Tax Rate	Revenue	% Change
2011	4,855,967	4.15%	$ 44,245,529	4.93%
2012	4,870,765	4.15%	$ 46,642,968	5.42%
2013	4,874,015	4.15%	$ 47,218,661	1.23%
2014*	4,877,515	4.15%	$ 49,170,000	4.13%
2015*	4,911,015	4.15%	$ 49,830,000	1.34%

* Projections

Property Tax

Property Tax is approximately 31% of the total tax revenues expected to be collected in 2015 and is expected to decrease 1.56% from the 2014 revised budget projections. Property Tax revenue is projected based on the estimated property valuation received from the County Assessor at the estimated mill levy; 2015 will be a reassessment year for property valuation with property tax change reflected in the 2016 revenue. The decrease in property tax is mostly from reduced valuation for commercial property.

Property Tax Mill Levies			
	2014	2015	% Chg
City Mill Levy	11.457	11.457	0.00%
County Mill Levy	15.261	15.261	0.00%
Human Service Mill Levy	2.250	2.250	0.00%
Total	28.968	28.968	0.00%

Other units of government also levy a property tax, including counties, school districts, and special districts. Broomfield's government sets only the City and County mill levy and has no control over mill levies set by other governmental units. The City and County of Broomfield has not increased the mill levy since it was established when the County was formed in 2001. The following charts illustrate the change in property tax revenues.

County Property Tax for 2015 is estimated to be $18.9 million and City Property Tax is estimated to be $12.4 million.

County Property Tax Collection			
Fiscal Year	Mill Levy	Revenue	% Change
2011	17.511	$ 17,767,553	-0.41%
2012	17.511	$ 17,144,324	-3.51%
2013	17.511	$ 17,276,289	0.77%
2014*	17.511	$ 19,283,914	11.62%
2015*	17.511	$ 18,983,482	-1.56%

* Projections

City Property Tax Collection			
Fiscal Year	Mill Levy	Revenue	% Change
2011	11.457	$ 11,624,856	-0.41%
2012	11.457	$ 11,004,807	-5.33%
2013	11.457	$ 11,303,435	2.71%
2014*	11.457	$ 12,616,972	11.62%
2015*	11.457	$ 12,420,407	-1.56%

* Projections

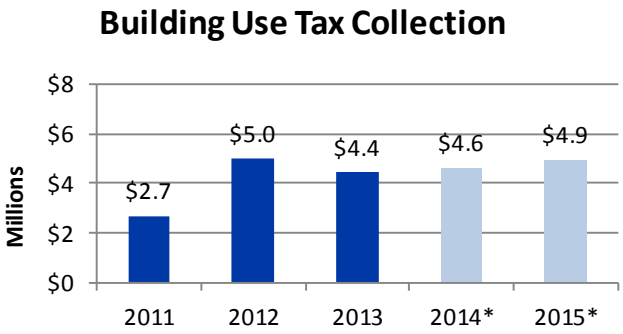
Use Tax – Building Materials

The City Use Tax on building and construction materials is 4.15% and is also distributed among the various budget funds in the same manner as sales tax revenues. The Use Tax on building and construction materials is a one-time tax and applies to building and construction materials that are purchased outside the City of Broomfield but are used and stored in the City. 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 total $50,000, the use tax would be $2,075.

No increases in the tax rate are proposed for 2015. This revenue source can vary significantly from year to year depending upon the amount of new construction that occurs in the City in any given year. Revenue is based on the projected total of new commercial square feet and residential units (obtained from the Community Development Department) and includes commercial, office, industrial, and retail activity for each year. The charts below provide additional detail regarding historical and projected building use tax collection.

Building Use Tax Collection		
Fiscal Year	Revenue	% Change
2011	$2,679,783	6%
2012	$4,971,115	86%
2013	$4,406,034	-11%
2014*	$4,609,173	5%
2015*	$4,903,999	6%

* Projections



Charges for Services

Charges for services is one of the largest sources of revenue, representing 29% of the total revenues expected in 2015. In 2015, total revenue in this category is estimated to be $71 million.

Water & Sewer Charges			
	2014	2015	% Chg
Water Rates Per 1,000 Gallons	$ 3.00	$ 3.00	0.00%
Sewer Rates - Monthly Avg Water Consumption	$ 3.12	$ 3.12	0.00%
Sewer Rates - Unfunded Mandate Fee Per 1,000 Gallons	$ 0.52	$ 0.52	0.00%
Environmental Compliance Fee	$ 2.00	$ 2.00	0.00%
Water System Connection Fees (3/4" Tap)	$ 22,454	$ 22,454	0.00%
Sewer System Connection Fees (4" Tap)	$ 12,559	$ 12,559	0.00%

Charges for services consist mainly of charges for water and sewer services, as well as new service connection fees within Broomfield. Based on an Operational and Rate Study, rates were increased in 2013 and no increases are included in the 2015 Budget for water and sewer service rates or system connection fees.

Charges for recreation services are also included in this category and are designed to recover approximately 85% of the costs to provide those services, including center operations, programs, administration, and utility costs. Some increase in base use fees have been recommended in the 2015 Budget.

Intergovernmental Revenues

The largest components of this category are State and Federal revenues for Human Services programs and benefits, such as Child Welfare, Temporary Assistance to Needy Families (TANF), Colorado Works, Child Care, 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 20% of the cost of operations through a dedicated property tax mill levy and transfers from the County General Fund when necessary.

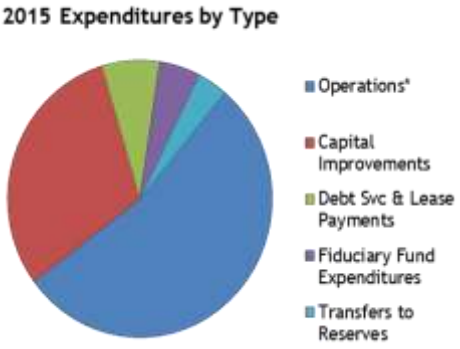
Major Expenditures

The City and County's major expenditures are categorized as operations, capital improvements, debt service and lease payments, 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 upon projects being constructed and the number of staff retirements from year to year. Estimates for 2015 expenditures are summarized below.

2015 Expenditures by Type		
Operations*	$ 128,311,098	54%
Capital Improvements	72,891,031	30%
Debt Svc & Lease	16,882,089	7%
Fiduciary Fund	11,933,321	5%
Transfers to Reserves	8,829,033	4%
Total	$ 238,846,572	100%

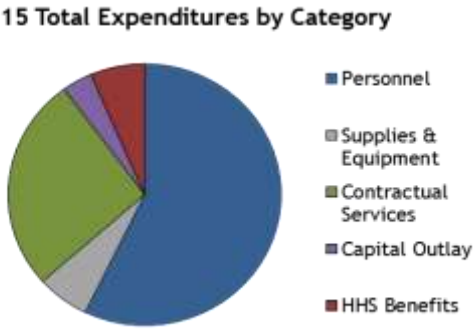
* Includes Interfund Activities



Operating Expenditures

Operations represent 45.9% of the total budget in 2015, as shown in the chart above, and consist of personnel, supplies, services, equipment, and Health and Human Services (HHS) benefits.

2015 Expenditures by Category		
Personnel	$ 59,242,455	57%
Supplies & Equipment	6,523,552	6%
Contractual Services	27,408,883	27%
Capital Outlay	3,740,860	4%
HHS Benefits	6,681,376	6%
Total	$ 103,597,126	100%



Personnel

The City and County of Broomfield is a service organization, and as a result, personnel costs have the most significant impact on the operations budget. The total personnel costs in 2015 are about $59 million or approximately 57% of the operations budget.

Zero-based budgeting practice requires Broomfield to reevaluate each vacancy on an on-going basis during the year. During budget preparation operating departments were directed by the City and County Manager's Office to be conservative and evaluate FTEs in areas where workload has changed. There was also emphasis to increase training, upgrade software and replace obsolete equipment to encourage employee productivity. The net effect of these efforts has resulted in proposed staffing changes in Clerk and Recorder, Communications, Assessor, Finance, Community Development, Information Technology, Police, Community Resources, Public Works, and Health and Human Services.

The chart below shows the summary change in FTEs. Full details, listed by each Department and Division, are located in the Table Section, Tables 5A and 5B; and a list of positions is located in the Department Details Section and Appendix L. The Budget Message also includes information about each FTE change.

Total City and County FTE (Including Limited Appointments)				
Department	2013 Actual	2014 Budget	2015 Budget	Chg 2014 to 2015
General Government	61.12	61.12	63.32	2.20
Finance	31.13	32.20	33.20	1.00
Information Technology	18.00	18.00	19.50	1.50
Community Development	44.70	45.70	44.95	(0.75)
Public Safety - Police	200.35	200.35	201.35	1.00
Community Resources	109.81	110.71	110.91	0.20
Public Works	150.85	153.65	156.45	2.80
Health and Human Services	91.30	93.53	94.03	0.50
Total - City and County	**707.26**	**715.26**	**723.71**	**8.45**

In General Government, Clerk and Recorder reduced a part-time Central Records position and added a full-time Election position; Finance added a part-time Accounting Clerk and increased a part-time Administrative Technician II to full-time. The Assessor Office and Communications each added one full-time position. Information Technology increased its FTE count by one full-time position for Project Management and one part-time administrative Technician I. In the Community Development Department, two full-time positions limited appointment positions ended; and one additional FTE was added. They also increased two position's part-time hours to help with the increase workload. Community Resources increased the hours to one existing part-time position in the Library. Police added one full-time Police Officer for Patrol. Public Works added three full-time positions, and reduced the hours of one part-time position. In HHS, one full-time limited appointment position was added based on the expected workload increase attributable to Health Care Reform. One part-time position was increased to full-time and two grant funded part-time positions ended.

Limited-appointment positions are those tied to a specific outside funding source, such as a program grant, or a temporary increase in workload, such as inspections related to the north area development. The limited appointment position is eliminated when the funding source or workload in complete.

Merit Costs

The 2015 Budget includes a 2.7% merit pool for General Employees; the merit would be based on performance and be effective July 1. The budget also includes a market increase to bring employees below the minimum salary range up to the minimum; market adjustments for long-term employees below the mid-point of the salary range; and 0.5% to reward top performing employees. The 2015 Budget also includes funds to maintain the Police Step and Market Program.

Benefit Costs

In 2015, the City and County will move to a three-tier rate structure for health and dental insurance. Health insurance costs for the self-funded plan are expected to increase by $90 per month due to annual negotiations with providers. This rate increase will be shared by both Broomfield and the employees. The City and County has expanded the Wellness Program to include Broomfield paying a larger portion of the rate increase for qualified participants. The costs for the Kaiser plan are expected to remain about the same. Dental insurance will remain the same for both family and single coverage. On average, the City and County pays 78% of the health care premium cost for the self-funded plan and employees pay 22%, which is comparable to other local municipalities and counties.

Supplies and Services

In the 4th quarter of 2008, the economic conditions began to decline; as a result, the staff prepared a contingency plan. Initially, a 5% reduction was implemented in January 2009, and then in March 2009, an additional 5% reduction was implemented. The reductions were short-term solutions that, for the most part, did not reduce the level of service being provided to the community. The 2010 Budget continued these reductions, plus an additional reduction of 3.0% of operating costs.

As the economy recovered, some of the reductions have been reinstated; from 2011 to 2014, the supply and services budgets have shown slight increases as compared to the prior budgets for supplies and services. Zero-base budgeting methods require each line to be reviewed annually, based on the those results the 2015 Budget for supplies and services has only increased 1.6% from the 2014 Budget and is still approximately 1.4% less than the 2008 Budget prior to the change in the economy.

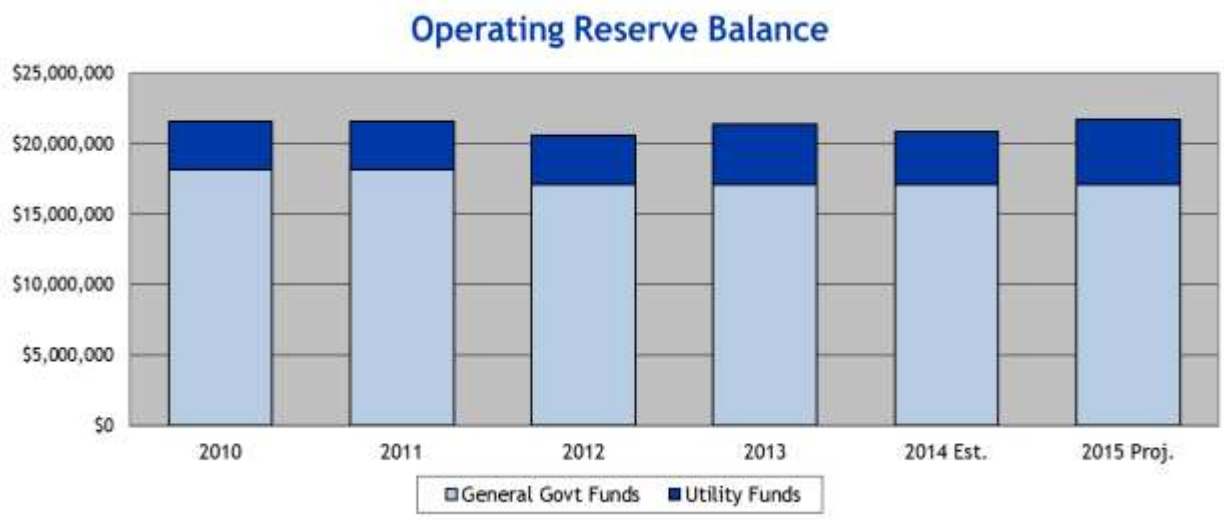
Capital Outlay - Equipment

Most of the Capital Equipment outlays to replace existing items are funded in the Asset Replacement Fund, with the exception of Enterprise Funds (the water, sewer, and water reclamation utilities) purchases, which are budgeted within those specific funds. New equipment is funded within each department's operating budget. A complete list of equipment purchases, both replacement and new, can be seen in Appendix B.

Operating and Debt Service Reserves

The City and County of Broomfield maintains an operations reserve in both General Funds. The goal is to maintain 16.67% of operations and debt service expenditures in reserves for emergencies and unforeseen circumstances. Reserves are split between the City and County General Funds and cover all general government funds. In the 2015 budget, the 16.67% goal has been met.

In the Enterprise Funds, the goal is to maintain two separate reserves for each fund. As with the General Funds, the goal is to maintain 16.67% of operations expenditures in reserves. However, the goal for debt service expenditures is to maintain three years worth of debt service payments in reserves. These goals have been met or exceeded for two of the three Enterprise Funds in 2015. City Council's approval is required to spend from any of the reserves.



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This section provides an overview of the budgetary fund structure. The budget document includes all funds that are appropriated. These are the same funds that are included in Broomfield's audited financial statements. The Comprehensive Annual Financial Report (CAFR) identifies the following funds as Non-major Governmental Funds: Library, Streets, Conservation Trust, Cemetery, Lodging Tax, Debt Service, Open Space and Parks, and Service Expansion Fee.

Budget Fund Summaries

Funding for operations for the City and County is spread among "funds" designed to separate dedicated revenue streams, provide cost recovery information, and meet legal requirements. This means that some functions, such as public works and police, may be funded by two different funds. The breakdown of operating costs by function, and fund, is illustrated in the chart below:

Accounting Fund Structure Operations Accounting Funds												
Department/Division	General City	General County	Human Services	Recreation Fund	Streets Fund	Library Fund	Cemetery Fund	Facility Fund	Water Fund	Sewer Fund	Re-Use Water	Total
Legislative	$ 281,870											$ 281,870
City/ County Manager	1,437,307											1,437,307
Economic Development	321,476											321,476
Internal Audit	152,746											152,746
Broomfield Improvement	9,080											9,080
Clerk and Recorder	373,091	1,175,869										1,548,960
City/ County Attorney	399,414	170,968										570,382
Communications	675,836											675,836
Human Resources	816,218											816,218
Combined Courts	421,145	1,722,143										2,143,288
Assessor		764,655										764,655
Finance	2,354,516	644,271							675,716	379,496		4,053,999
Information Technology	3,233,804											3,233,804
Community Development	4,122,815	138,661										4,261,476
Police	14,407,792	8,246,124										22,653,916
Public Works	9,049,255				4,294,458		158,362	4,080,876	15,777,242	7,193,561	1,023,622	41,577,376
Conmunity Resources	730,788			4,928,460		2,326,360	4,000					7,989,608
Health and Human		1,994,633	14,084,078									16,078,711
Total	$38,787,153	$14,857,324	$14,084,078	$ 4,928,460	$ 4,294,458	$ 2,326,360	$ 162,362	$ 4,080,876	$16,452,958	$ 7,573,057	$ 1,023,622	$108,570,708

Includes Interfund Transfers

City General Fund (Governmental Fund)

Broomfield became a combined City and County form of government on November 15, 2001. General Fund costs to provide county services are presented separately from those which provide City General Fund operations. Both are called General Funds (see County General Fund summary later in this section). The purpose of two separate General Funds is to illustrate that County services are delivered within the standard county revenue structure. Since the formation of the combined City and County form of government, the standard county revenue structure has been based on a mill levy that is less than the original estimate and less than that of the legacy counties which originally provided these services to the residents of Broomfield.

The City portion of the General Fund supports a significant share of Broomfield operations and services including: City Council, City Manager, Attorney, Clerk, Courts, Finance, Information Technology, Human Resources, Cultural Affairs, Open Space & Trails, Planning, Engineering, and Building Inspection functions. The General Fund also provides funding for Public Safety operations and maintenance functions for Parks and Fleet. Transfers to other funds to support operations in recreation and facilities are also included as part of the total City General Fund expenditures.

There are a couple cornerstones for managing City and County of Broomfield resources as the future economy is always changing. These cornerstones are building reserves and managing our resources carefully, using a multiple-year approach. The 2015 Budget was built to ensure that operating reserve goals are met, Council priorities are advanced, service needs are fulfilled, and all required debt service is met. It is a City and County priority to run a very lean government from a business perspective. Zero-based budgeting is used to keep growth in expenditures to a minimum, while maintaining service levels.

City General Fund Budget Summary Sources and Uses of Funds City Operations						
	Actual 2013	Original Budget 2014	Revised Estimate 2014	Budget 2015	% Change 14 Original 2015	% Change 14 Revised 2015
Beginning Balance	$ 9,217,448	$ 3,373,584	$ 6,306,232	$ 876,982	-74.00%	-86.09%
Revenues	38,644,951	40,362,100	41,275,109	43,671,979	8.20%	5.81%
Interfund Activity	5,563,042	5,195,760	5,195,760	5,335,712	2.69%	2.69%
Total Sources of Funds	$ 53,425,441	$ 48,931,444	$ 52,777,101	$ 49,884,673	1.95%	-5.48%
Expenditures	$ 37,802,070	$ 40,775,374	$ 41,042,104	$ 42,129,127	3.32%	2.65%
Interfund Activity	9,317,139	6,902,955	10,858,015	7,459,019	8.06%	-31.30%
Total Uses of Funds	$ 47,119,209	$ 47,678,329	$ 51,900,119	$ 49,588,146	4.01%	-4.45%
Ending Balance	$ 6,306,232	$ 1,253,115	$ 876,982	$ 296,527	-76.34%	-66.19%

City General Fund Reserve						
	Actual 2013	Original Budget 2014	Revised Estimate 2014	Budget 2015	% Change 14 Original 2015	% Change 14 Revised 2015
Beginning Balance	$ 11,195,522	$ 11,195,522	$ 11,195,522	$ 11,195,522	NA	NA
Additions	-	-	-	-	NA	NA
Uses	-	-	-	-	NA	NA
Ending Balance	$ 11,195,522	$ 11,195,522	$ 11,195,522	$ 11,195,522	NA	NA

In all three years shown, operating funds are being transferred to the Capital Fund for the Facilities Reserve. City Council's direction is to cash fund capital projects and reduce debt. Two major building projects are planned for the future – a new Health and Human Services building with design budgeted in 2014 and construction in 2015 for a total cost of $16 million. In 2016, design is planned for a new Public Works Service Center. The total cost for the building is estimated at $17 million. The funding for the Service Center will be paid 60% from General Funds and 40% from the Water and Sewer Funds. Both projects will be completed without incurring additional debt.

Recreation Fund (Governmental Fund)

A separate Recreation Service Fund was established in 1995 to more clearly present all operating revenues and costs for Broomfield's Recreation programs.

The Recreation Fund's sources of revenues are generated by user fees for the recreation centers, outdoor aquatics center, recreation programs, and a transfer from the General Fund. For the 2015 Budget, the General Fund transfer is $891,168 which means program and center revenues are projected to cover 85% of the Recreation Fund's expenditures. Recreation Fund expenditures for 2015 are estimated at $5,950,280, which is an increase of 1.80% from the 2014 Budget. The decrease is due to a reduction in interfund activities for facilities cost allocated to Recreation Services.

Recreation Fund Budget Summary Sources and Uses of Funds						
	Actual 2013	Original Budget 2014	Revised Estimate 2014	Budget 2015	% Change 14 Original 2015	% Change 14 Revised 2015
Beginning Balance	$ -	$ -	$ -	$ -	NA	NA
Revenues (less innerfund)	4,969,561	4,767,956	4,848,288	5,059,112	6.11%	4.35%
Interfund Activity	425,845	1,077,382	995,540	891,168	-17.28%	-10.48%
Total Sources of Funds	$ 5,395,406	$ 5,845,338	$ 5,843,828	$ 5,950,280	1.80%	1.82%
Expenditures (less innerfund)	$ 4,477,500	$ 4,900,838	$ 4,896,038	$ 4,928,460	0.56%	0.66%
Interfund Activity	917,906	944,500	947,790	1,021,820	8.19%	7.81%
Total Uses of Funds	$ 5,395,406	$ 5,845,338	$ 5,843,828	$ 5,950,280	1.80%	1.82%
Ending Balance	$ -	$ -	$ -	$ -	NA	NA

As in previous years, a thorough evaluation was conducted of all recreation program revenues and costs. City Council is reviewing and updating the current cost recovery policy and will establish revised guidelines in 2015.

Street Maintenance Fund (Special Revenue Fund)

The Street Maintenance Fund was established to clearly present how state-shared street maintenance revenues are being used by Broomfield. The largest state-shared revenue source is the Highway Users' Tax Fund, which is composed of gasoline taxes. Distributions are made to cities based on the number of registered vehicles and the number of miles of maintained streets. Broomfield's share of the State's Highway Users' Tax Fund is estimated at $1,800,000 for 2015, or 42% of total fund revenues. Other state-shared revenues collected in this Fund are the annual vehicle registration fees.

Legislation enacted in 1989 required cities to establish a minimum annual contribution for street maintenance to remain eligible for revenues from the Highway Users' Tax Fund. The 2015 Budget includes an amount which exceeds the minimum requirement. The City mill levy distribution records property tax revenues directly in the Street Fund. The property tax allocation for 2015 is $738,442 or 0.695 mills of the total City mill levy (11.457 mills). This represents 17% of the total revenues in this Fund.

Revenues generated for county road and bridge funds are based on specific property tax mill levies set by county governments. Pursuant to Colorado law, county governments must share 50% of their county road and bridge fund revenues with municipalities. Since Broomfield is a combined City and County, the County General Fund will contribute $1,553,016 to the Street Fund from County revenues for the purpose of road and bridge maintenance in 2015. This represents 36% of the total fund revenues.

Services funded by the Street Fund include: Maintenance of Condition, Snow and Ice Control, Traffic Control, Street Cleaning, Street Lighting, and Stormwater Management. It should be noted that these are operating functions, not capital improvements. Street construction, reconstruction projects, and the annual asphalt overlay program are defined as capital improvements and are budgeted in the Capital Improvements Fund.

Street Maintenance Fund Budget Summary Sources and Uses of Funds						
	Actual 2013	Original Budget 2014	Revised Estimate 2014	Budget 2015	% Change 14 Original 2015	% Change 14 Revised 2015
Beginning Balance	$ -	$ -	$ -	$ -	NA	NA
Revenues	2,683,289	2,760,590	2,752,360	2,741,442	-0.69%	-0.40%
Interfund Activity	1,241,395	1,481,481	1,440,219	1,553,016	4.83%	7.83%
Total Sources of Funds	$ 3,924,684	$ 4,242,071	$ 4,192,579	$ 4,294,458	1.23%	2.43%
Expenditures	$ 3,924,684	$ 4,242,071	$ 4,192,579	$ 4,294,458	1.23%	2.43%
Interfund Activity	-	-	-	-	NA	NA
Total Uses of Funds	$ 3,924,684	$ 4,242,071	$ 4,192,579	$ 4,294,458	1.23%	2.43%
Ending Balance	$ -	$ -	$ -	$ -	NA	NA

Street Fund expenditures for 2015 are estimated at $4,294,458, which is an increase of 1.23% over 2014. This is primarily due to an increase in the electricity cost for street lights and increased cost of snow and ice removal.

Library Fund (Special Revenue Fund)

The Library Fund budget covers the operating costs for Broomfield's public library, the Mamie Doud Eisenhower Public Library. The current building was opened in 2001, when the city became a county.

In 2014, the usage of the facility remains high and is expected to continue to remain high in 2015. The library estimates an average of 28,200 visits each month for 2015, and circulation is expected to increase 3% over 2014. The Library is continuing to build its eBooks collection which is expected to increase 20% as more titles are added to the collections. The Library Fund's major source of revenue is property tax. This is estimated at $2,062,217 or 1.941 mills in 2015. In 2015, the General Fund transferred $156,243 to help fund Library operations. This represents 6.7% of the total fund revenues.

Library Fund Budget Summary Sources and Uses of Funds						
	Actual 2013	Original Budget 2014	Revised Estimate 2014	Budget 2015	% Change 14 Original 2015	% Change 14 Revised 2015
Beginning Balance	$ -	$ -	$ 387	$ -	NA	-100.00%
Revenues	1,990,470	2,203,090	2,205,651	2,170,117	-1.50%	-1.61%
Interfund Activity	177,750	25,823	46,047	156,243	505.05%	239.31%
Total Sources of Funds	$ 2,168,220	$ 2,228,913	$ 2,252,085	$ 2,326,360	4.37%	3.30%
Expenditures	$ 2,167,833	$ 2,228,913	$ 2,252,085	$ 2,326,360	4.37%	3.30%
Interfund Activity	-	-	-	-	NA	NA
Total Uses of Funds	$ 2,167,833	$ 2,228,913	$ 2,252,085	$ 2,326,360	4.37%	3.30%
Ending Balance	$ 387	$ -	$ -	$ -	NA	NA

The circulation budget (books and periodicals) is designed to add to and replace circulation items. The total value of the library inventory is approximately $5.3 million. In 2015, the budget for books and periodicals is $242,500, a slight decrease over the 2014 Budget. In 2014, additional funds had been added to increase the e-books collection.

Facility Maintenance Fund (Governmental Fund)

Facility maintenance costs are shown in a separate fund and charged to "user" funds. Salaries and benefits of staff are allocated on a square footage basis; whereas supplies and services (fire

extinguisher inspection contract, elevator inspection contract, etc.) are budgeted by facility. In 2015, the increase is primarily due to the increase cost of utilities and the addition of one full-time position.

Facility Maintenance Fund Budget Summary Sources and Uses of Funds	Actual 2013	Original Budget 2014	Revised Estimate 2014	Budget 2015	% Change 14 Original 2015	% Change 14 Revised 2015
Beginning Balance	$ -	$ -	$ -	$ -	NA	NA
Revenues	-	-	-	-	NA	NA
Interfund Activity	3,754,784	3,794,640	3,829,608	4,080,876	7.54%	6.56%
Total Sources of Funds	$ 3,754,784	$ 3,794,640	$ 3,829,608	$ 4,080,876	7.54%	6.56%
Expenditures	$ 3,754,784	$ 3,794,640	$ 3,829,608	$ 4,080,876	7.54%	6.56%
Interfund Activity	-	-	-	-	NA	NA
Total Uses of Funds	$ 3,754,784	$ 3,794,640	$ 3,829,608	$ 4,080,876	7.54%	6.56%
Ending Balance	$ -	$ -	$ -	$ -	NA	NA

Cemetery Fund (Special Revenue Fund)

The Cemetery Fund provides for the Lakeview Cemetery and the Broomfield County Commons Cemetery. The Lakeview Cemetery dates back to the late 1800s and had been maintained as a historical site until a few years ago when Broomfield's Citizens' Cemetery Committee recommended it be re-opened. In 2015 an additional columbarium will be installed, increasing the total capacity to 448. All of the remaining sites are for cremations. Focus has shifted to development of the Broomfield County Commons Cemetery, which has capacity for 607 full burial plots and 794 cremations. A total of nine acres will be developed, with development occurring in phases. The first phase provided for the development of three acres, which was completed in 2003.

Cemetery Fund Budget Summary Sources and Uses of Funds	Actual 2013	Original Budget 2014	Revised Estimate 2014	Budget 2015	% Change 14 Original 2015	% Change 14 Revised 2015
Beginning Balance	$ -	$ -	$ -	$ -	NA	NA
Revenues (less innerfund)	164,731	81,600	86,950	87,950	7.78%	1.15%
Interfund Activity	700	84,360	79,010	74,412	-11.79%	-5.82%
Total Sources of Funds	$ 165,431	$ 165,960	$ 165,960	$ 162,362	-2.17%	-2.17%
Expenditures (less innerfund)	$ 165,431	$ 165,960	$ 165,960	$ 162,362	-2.17%	-2.17%
Total Uses of Funds	$ 165,431	$ 165,960	$ 165,960	$ 162,362	-2.17%	-2.17%
Ending Balance	$ -	$ -	$ -	$ -	NA	NA

The Broomfield County Commons Cemetery is a full service cemetery. In 2015, 20 burials and 11 cremations are expected to be sold on a "pre-need" basis. A perpetual care reserve, with an estimated balance of $231,330, will assist with future maintenance of plots.

Lodging Tax Fund (Special Revenue Fund)

The Lodging Tax Fund was established in 1997. The purpose of this Fund is to provide funds for the maintenance and improvement of the City's gateways and major roadway landscaping. The lodging tax is a 1.60% tax on the price paid for the leasing or rental of any lodging located in the City and County of Broomfield. These funds are transferred to the City General Fund, where Parks

Maintenance expenditures are recorded. The estimated Lodging Tax revenue for 2015 is $500,000, which is an increase of 5.56% over the 2014 Budget.

County General Fund (Governmental Fund)

County General Fund budgets are subject to the same cost management initiatives as in other funds, such as zero-based budgeting.

County General Fund Budget Summary Sources and Uses of Funds	Actual 2013	Original Budget 2014	Revised Estimate 2014	Budget 2015	% Change 14 Original 2015	% Change 14 Revised 2015
Beginning Balance	$ 3,948,617	$ 603,543	$ 1,878,746	$ 1,037,789	71.95%	-44.76%
Revenues	24,392,547	26,015,170	26,070,291	25,798,858	-0.83%	-1.04%
Interfund Activity	-	-	-	-	NA	NA
Total Sources of Funds	$ 28,341,164	$ 26,618,713	$ 27,949,037	$ 26,836,647	0.82%	-3.98%
Expenditures	$ 17,499,168	$ 18,753,371	$ 18,834,166	$ 18,817,653	0.34%	-0.09%
Interfund Activity	8,963,250	6,812,401	8,077,082	7,925,244	16.34%	-1.88%
Total Uses of Funds	$ 26,462,418	$ 25,565,772	$ 26,911,248	$ 26,742,897	4.60%	-0.63%
Ending Balance	$ 1,878,746	$ 1,052,941	$ 1,037,789	$ 93,750	-91.10%	-90.97%

County General Fund Reserve	Actual 2013	Original Budget 2014	Revised Estimate 2014	Budget 2015	% Change 14 Original 2015	% Change 14 Revised 2015
Beginning Balance	$ 5,925,449	$ 5,925,449	$ 5,925,449	$ 5,925,449	NA	NA
Additions	-	-	-	-	NA	NA
Uses	-	-	-	-	NA	NA
Ending Balance	$ 5,925,449	$ 5,925,449	$ 5,925,449	$ 5,925,449	NA	NA

The County General Fund includes funding for typical county functions such as property assessment, motor vehicle, district attorney, the detention center, and public health. The County General Fund Total Uses of Funds are projected to be $26,836,647 an increase 0.34% from 2014. As discussed in the City General Fund, funds are transferred each year to the Capital Fund for the Facilities Reserve; Public Health will be located in the new Health and Human Services building being constructed in 2015. The County Fund also transfers funds to the City General fund to pay for services such as accounting, human resources, and information technology. These shared services are one of the ways the City and County of Broomfield has reduced the cost of government to its citizens over the traditional separate City/County governments. Since 2001, when the County was formed, the citizens of Broomfield have saved over $103.7 million in property tax that would have been paid to the former Counties.

The operating reserves for the County General Fund equal 18.6% of operating and debt service expenditures, exceeding the reserve policy targets.

Human Services Fund (Special Revenue Fund)

The Human Services Fund includes all revenues and expenditures related to County human services programs. Services can be broken into three areas: Human Services, Workforce Center, and Senior Programs. A large portion of funding for these areas is received from state and federal sources. The state determines both the eligibility criteria and client assistance levels for traditional human service programs and reimburses counties for the approximate 80% state portion of benefits paid to County residents.

Human Services Fund Budget Summary Sources and Uses of Funds						
	Actual 2013	Original Budget 2014	Revised Estimate 2014	Budget 2015	% Change 14 Original 2015	% Change 14 Revised 2015
Beginning Balance	$ 2,858,506	$ 2,166,862	$ 2,546,003	$ 1,577,235	-27.21%	-38.05%
Revenues	10,964,791	12,923,010	12,217,191	12,410,384	-3.97%	1.58%
Interfund Activity	837,972	888,370	705,083	986,576	11.05%	39.92%
Total Sources of Funds	$ 14,661,269	$ 15,978,242	$ 15,468,277	$ 14,974,195	-6.28%	-3.19%
Expenditures	$ 11,225,434	$ 13,685,277	$ 12,688,122	$ 13,066,138	-4.52%	2.98%
Interfund Activity	889,832	1,196,060	1,202,920	1,017,940	-14.89%	-15.38%
Total Uses of Funds	$ 12,115,266	$ 14,881,337	$ 13,891,042	$ 14,084,078	-5.36%	1.39%
Ending Balance	$ 2,546,003	$ 1,096,905	$ 1,577,235	$ 890,117	-18.85%	-43.56%

Allocations of State and Federal funding have continued to grow, in spite of the current economic conditions. The estimated 2015 allocation decreased 4.9% over the 2014 Budget. The allocations will be closely monitored during the year if State and Federal budgets are reduced.

In the Workforce Center, expenditures in 2015 are increasing 5.6%. The Workforce Center continues to experience increased workload as employment recovers to the pre-recession level. The Workforce Center receives the majority of its funding from State and Federal sources, but a County General Fund transfer of funds is necessary to maintain existing service levels. The projected County General Fund transfer in 2015 is $344,345, which represents 33.6% of total Workforce Center revenues.

The Senior Center also continues to see an increase in workload; and total expenditures in 2015 increased 3.61%. Costs for providing Senior Programs, including Easy Ride Transportation, Respite Care, and Meals on Wheels are partially covered by grants and outside sources of revenue. The remaining cost is funded by a transfer from the County General Fund. County support for senior programs is $642,231 in 2015, which are approximately 65.7% of operating costs.

Water Fund (Enterprise Fund)

The Water Enterprise Fund includes all revenues and expenditures for Broomfield's Water Utility. The major sources of revenues are monthly water service charges and connection fees for new taps to the water system. No tax dollars support this Fund. No rate increases have been included in the 2015 Budget.

Connection fees declined sharply in 2009 and 2010 due to the economic conditions. In 2011, connections slowly started to recover. In 2012, multi-family build starts grew from a few hundred to 1,780 in 2012, 600 in 2013, and 750 is estimated for 2014. In 2015, connection fees are expected to continue to grow for residential construction.

Water Enterprise Fund Budget Summary Sources and Uses of Funds						
	Actual 2013	Original Budget 2014	Revised Estimate 2014	Budget 2015	% Change 14 Original 2015	% Change 14 Revised 2015
Beginning Balance	$ 45,865,054	$ 49,654,165	$ 55,920,197	$ 50,436,207	1.57%	-9.81%
Revenues	29,617,182	34,785,748	34,806,339	33,194,938	-4.57%	-4.63%
Total Sources of Funds	$ 75,482,236	$ 84,439,913	$ 90,726,536	$ 83,631,145	-0.96%	-7.82%
Expenditures	$ 18,115,684	$ 31,721,262	$ 38,679,939	$ 46,041,634	45.14%	19.03%
Interfund Activity	1,446,355	1,609,650	1,610,390	1,728,300	7.37%	7.32%
Total Uses of Funds	$ 19,562,039	$ 33,330,912	$ 40,290,329	$ 47,769,934	43.32%	18.56%
Ending Balance	$ 55,920,197	$ 51,109,001	$ 50,436,207	$ 35,861,211	-29.83%	-28.90%

Operations reserves are segregated from the working capital balance (governmental fund balance equivalent in an enterprise fund). A transfer of $130,353 is needed in 2015 to maintain a balance of 16.67% of operating expenditures, according to reserve policy and goals. In addition, three years of debt service, or $20.8 million, is being set aside in a separate debt service reserve.

Water Enterprise Fund Operations Reserve						
	Actual 2013	Original Budget 2014	Revised Estimate 2014	Budget 2015	% Change 14 Original 2015	% Change 14 Revised 2015
Beginning Balance	$ 2,182,091	$ 2,442,091	$ 2,442,091	$ 2,442,091	NA	NA
Additions	260,000	-	-	130,353	100.00%	100.00%
Uses	-	-	-	-	NA	NA
Ending Balance	$ 2,442,091	$ 2,442,091	$ 2,442,091	$ 2,572,444	5.34%	5.34%

Sewer Fund (Enterprise Fund)

The Sewer Enterprise Fund includes all revenues and expenditures for Broomfield's Sewer Utility. The Fund is supported entirely by usage fees and connection fees. No tax dollars support this Fund. No rate increases have been included in the 2015 Budget.

As in the Water Fund, revenues for license fees decreased sharply in 2009 and 2010 due to the economic conditions and slow recover; but started recovering in 2012 due to multi-family construction projects. Capital expenses increased in 2014 due to the projected construction of a lift station and sewer lines in North Broomfield. These project will that several years to complete and will continue into 2015. In the five-year forecast, substantial capital costs are expected to comply with new regulations and standards. In 2013, City Council added an additional flat fee of $2 to customer's monthly bill to help fund these new unfunded mandates.

Sewer Enterprise Fund Budget Summary Sources and Uses of Funds						
	Actual 2013	Original Budget 2014	Revised Estimate 2014	Budget 2015	% Change 14 Original 2015	% Change 14 Revised 2015
Beginning Balance	$ 25,794,448	$ 15,962,429	$ 30,837,360	$ 23,634,910	48.07%	-23.36%
Revenues	23,382,331	22,976,702	25,960,321	25,005,351	8.83%	-3.68%
Interfund Activity	1,401,963	1,407,080	1,407,080	1,401,317	-0.41%	-0.41%
Total Sources of Funds	$ 50,578,742	$ 40,346,211	$ 58,204,761	$ 50,041,578	24.03%	-14.02%
Expenditures	$ 18,728,198	$ 17,802,541	$ 33,441,412	$ 15,573,182	-12.52%	-53.43%
Interfund Activity	1,013,184	1,127,520	1,128,440	1,210,100	7.32%	7.24%
Total Uses of Funds	$ 19,741,382	$ 18,930,061	$ 34,569,852	$ 16,783,282	-11.34%	-51.45%
Ending Balance	$ 30,837,360	$ 21,416,151	$ 23,634,910	$ 33,258,296	55.30%	40.72%

Operations reserves are segregated from the working capital balance. An additional transfer of $32,250 is needed in 2015 to maintain a balance of 16.67% of operating expenditures, according to reserve policy and goals.

Sewer Enterprise Fund Operations Reserve						
	Actual 2013	Original Budget 2014	Revised Estimate 2014	Budget 2015	% Change 14 Original 2015	% Change 14 Revised 2015
Beginning Balance	$ 1,070,138	$ 1,070,138	$ 1,070,138	$ 1,070,138	NA	NA
Additions	-	-	-	32,250	100.00%	100.00%
Uses	-	-	-	-	NA	NA
Ending Balance	$ 1,070,138	$ 1,070,138	$ 1,070,138	$ 1,102,388	3.01%	3.01%

In addition, three years of debt service, or $8.8 million, is being set aside in a separate debt service reserve. This amount was reduced in 2013 by $1.8 million due to the refunding of Sewer and Reclamation Bonds in 2014.

Water Reclamation Fund (Enterprise Fund)

The Water Reclamation Fund was established in 1995 to begin implementation of the water re-use project. With this project, water from Broomfield's sewer treatment plant is treated and re-used to irrigate parks, golf courses, and landscaped areas. The project also utilizes the Great Western Reservoir. The major sources of revenues are monthly water service charges and connection fees for new taps to the system. No tax dollars support this fund. The current rate for both service charges and tap fees is set at 50% of the potable water rate.

Water Reclamation Fund expenditures for 2015 are estimated at $2,909,395, which is an increase from 2014 primarily due to infrastructure capital improvements budgeted in 2015.

Operation reserves have been established in this fund and are segregated from the working capital balance. No additional transfers have been to maintain a balance of 16.67% of operating expenditures, according to reserve policy and goals. In addition, the goal of three years of debt service is being accumulated. Currently $4.2 million is being set aside in a separate debt service reserve.

Water Reclamation Fund Budget Summary Sources and Uses of Funds						
	Actual 2013	Original Budget 2014	Revised Estimate 2014	Budget 2015	% Change 14 Original 2015	% Change 14 Revised 2015
Beginning Balance	$ 3,553,869	$ 2,681,066	$ 4,358,565	$ 3,694,790	37.81%	-15.23%
Revenues	3,373,000	3,599,795	3,302,095	3,339,830	-7.22%	1.14%
Total Sources of Funds	$ 6,926,869	$ 6,280,861	$ 7,660,660	$ 7,034,620	12.00%	-8.17%
Expenditures	$ 1,083,318	$ 1,467,189	$ 2,465,960	$ 2,909,395	98.30%	17.98%
Interfund Activity	1,484,986	1,499,910	1,499,910	1,500,997	0.07%	0.07%
Total Uses of Funds	$ 2,568,304	$ 2,967,099	$ 3,965,870	$ 4,410,392	48.64%	11.21%
Ending Balance	$ 4,358,565	$ 3,313,762	$ 3,694,790	$ 2,624,228	-20.81%	-28.97%

Employee Medical Care Fund (Benefit Fund)

The Employee Medical Care Fund includes all revenues and expenditures for Broomfield's partially self-funded health insurance plan. This Fund was established in 1982 to address the increasing health insurance costs Broomfield was experiencing. To date, the self-funded health insurance plan has provided substantial savings for both the City and its employees.

Employees Medical Care Fund Budget Summary Sources and Uses of Funds						
	Actual 2013	Original Budget 2014	Revised Estimate 2014	Budget 2015	% Change 14 Original 2015	% Change 14 Revised 2015
Beginning Balance	$ 3,048,738	$ 2,914,461	$ 2,534,830	$ 1,969,623	-32.42%	-22.30%
Revenues	5,576,355	5,335,700	5,845,697	7,316,729	37.13%	25.16%
Total Sources of Funds	$ 8,625,093	$ 8,250,161	$ 8,380,527	$ 9,286,352	12.56%	10.81%
Expenditures	$ 6,090,263	$ 6,300,470	$ 6,410,904	$ 7,644,614	21.33%	19.24%
Ending Balance	$ 2,534,830	$ 1,949,691	$ 1,969,623	$ 1,641,738	-15.79%	-16.65%

In 2015, the City and County of Broomfield's contribution to the plan increases $50 per month to $800 per month, per employee. The increase for the employee contribution is $40 per month for both family and $5 for single coverage. For each employee who chooses family coverage under the plan, the employee will contribute $360 per month and for employees who choose single coverage, the contribution will be $65 per month. Employees in this health plan have the opportunity to participate in two programs to reduce their monthly premium and their out-of-pocket deductible amount. Also in 2015, Broomfield will move to a three-tier plan offering rates for family, employee + 1, and single.

Employee Retirement Funds (Fiduciary Funds)

There are currently four retirement plans for City and County employees. Each is accounted for in a separate fund. Revenues and expenditures are projected based on the number of participants in each plan, and the expected number of retirements for the coming year.

The Employee Money Purchase Retirement Plan is the main retirement program for general employees. Full time general employees who are not participants in the Employee Defined Benefit Plan are required to contribute to the Employee Money Purchase Retirement Plan. The Plan has two levels of contributions based upon the employee's hire date and election of contribution. Employees hired before January 8, 2003, were given the option of remaining at a higher level of contribution, contributing 10.50% of their base salary and receiving a City contribution of 6.46%, or reducing their contribution to 6.00% and receiving a City contribution of 6.00%. New employees hired on or after January 8, 2003, contribute 6.00% of their base salary and receive a City contribution of 6.00%.

Retirement Funds Budget Summary General Employees Defined Benefit Plan						
	Actual 2013	Original Budget 2014	Revised Estimate 2014	Budget 2015	% Change 14 Original 2015	% Change 14 Revised 2015
Beginning Balance	$ 8,135,640	$ 8,500,021	$ 9,346,603	$ 9,167,255	7.85%	-1.92%
Revenues	2,418,914	2,043,071	1,575,261	1,624,873	-20.47%	3.15%
Total Sources of Funds	$ 10,554,554	$ 10,543,092	$ 10,921,864	$ 10,792,128	2.36%	-1.19%
Expenditures	$ 1,207,951	$ 835,328	$ 1,754,609	$ 988,157	18.30%	-43.68%
Total Uses of Funds	$ 1,207,951	$ 835,328	$ 1,754,609	$ 988,157	18.30%	-43.68%
Ending Balance	$ 9,346,603	$ 9,707,764	$ 9,167,255	$ 9,803,971	0.99%	6.95%

The Employee Defined Benefit Plan was closed to new enrollments May 31, 2000. Since then, new employees must participate solely in the Employee Money Purchase Plan. Existing participants in the Defined Benefit Plan, as of May 31, 2000, were given the option to remain in the Defined Benefit Plan or to transfer the actuarial cash equivalent value of their benefit in the Employee Defined Benefit Plan to the Employee Money Purchase Plan. This decision is irrevocable. Those employees remaining in the Employee Defined Benefit Plan participate at the same contribution levels (City and employee) that were in effect as of the conversion date. They also participate in

the Employee Money Purchase Plan, with the employee contribution being 4.00% and the City contribution being 2.00%

Retirement Funds Budget Summary General Employees Money Purchase Plan						
	Actual 2013	Original Budget 2014	Revised Estimate 2014	Budget 2015	% Change 14 Original 2015	% Change 14 Revised 2015
Beginning Balance	$ 39,101,668	$ 43,647,369	$ 47,555,716	$ 51,226,377	17.36%	7.72%
Revenues	10,316,052	6,545,871	6,820,556	5,967,968	-8.83%	-12.50%
Total Sources of Funds	$ 49,417,720	$ 50,193,240	$ 54,376,272	$ 57,194,345	13.95%	5.18%
Expenditures	$ 1,862,004	$ 1,595,440	$ 3,149,895	$ 2,082,228	30.51%	-33.90%
Total Uses of Funds	$ 1,862,004	$ 1,595,440	$ 3,149,895	$ 2,082,228	30.51%	-33.90%
Ending Balance	$ 47,555,716	$ 48,597,800	$ 51,226,377	$ 55,112,117	13.40%	7.59%

The Police Defined Benefit Plan covers police officers hired prior to April 8, 1978. Uses of funds for 2015 are based on estimated benefit payments and plan costs. All active members were transferred to the Police Money Purchase Plan; only annuitants remain in the Plan.

Retirement Funds Budget Summary Police Officers Defined Benefit Plan						
	Actual 2013	Original Budget 2014	Revised Estimate 2014	Budget 2015	% Change 14 Original 2015	% Change 14 Revised 2015
Beginning Balance	$ 16,653	$ 19,592	$ 22,121	$ 19,406	-0.95%	-12.27%
Revenues	79,473	76,200	76,210	76,500	0.39%	0.38%
Total Sources of Funds	$ 96,126	$ 95,792	$ 98,331	$ 95,906	0.12%	-2.47%
Expenditures	$ 74,005	$ 79,953	$ 78,925	$ 79,178	-0.97%	0.32%
Ending Balance	$ 22,121	$ 15,839	$ 19,406	$ 16,728	5.61%	-13.80%

The Police Money Purchase Retirement Plan covers all police officers hired on or after April 8, 1978. Each police officer contributes 10.00% of their base salary and the City matches their contribution.

Retirement Funds Budget Summary Police Officers Money Purchase Plan						
	Actual 2013	Original Budget 2014	Revised Estimate 2014	Budget 2015	% Change 14 Original 2015	% Change 14 Revised 2015
Beginning Balance	$ 30,453,044	$ 34,326,904	$ 36,514,722	$ 40,140,955	16.94%	9.93%
Revenues	8,673,724	4,947,206	4,909,730	4,391,455	-11.23%	-10.56%
Total Sources of Funds	$ 39,126,768	$ 39,274,110	$ 41,424,452	$ 44,532,410	13.39%	7.50%
Expenditures	$ 2,612,046	$ 747,170	$ 1,283,497	$ 1,098,144	46.97%	-14.44%
Ending Balance	$ 36,514,722	$ 38,526,940	$ 40,140,955	$ 43,434,266	12.74%	8.20%

Employee Retiree Health Insurance Funds (Fiduciary Funds)

In 2013, the Retiree Medical Insurance Reimbursement (RMIR) program was closed to retirees after 2013. A new Retiree Health Savings (RHS) plan was created. The RHS Plan is an employer-funded program that provides eligible full-time employees with the ability to accumulate funds to pay for qualified medical expenses on a tax-free basis once employees leave full-time Broomfield service. Vesting for the plan is 20 years of Broomfield service. Employees who leave prior to 20 years of Broomfield service will forfeit all contributions. Forfeitures will be used to fund future employer contributions. Broomfield service includes verified full-time and part-time service. Service in a temporary position is not included in the calculation of Broomfield service.

Retirement Funds Budget Summary Retiree Health Insurance Plan						
	Actual 2013	Original Budget 2014	Revised Estimate 2014	Budget 2015	% Change 14 Original 2015	% Change 14 Revised 2015
Beginning Balance	$ -	$ -	$ -	$ 493,482	100.00%	100.00%
Revenues	-	-	512,912	532,737	100.00%	3.87%
Total Sources of Funds	$ -	$ -	$ 512,912	$ 1,026,219	100.00%	100.08%
Expenditures	$ -	$ -	$ 19,430	$ 41,000	100.00%	111.01%
Total Uses of Funds	$ -	$ -	$ 19,430	$ 41,000	100.00%	111.01%
Ending Balance	$ -	$ -	$ 493,482	$ 985,219	100.00%	99.65%

Capital Improvement Program (Capital Funds)

The Capital Improvements Program is summarized in the following chart. As can be seen, substantial projects have been completed in the last five years. Details regarding individual capital projects are presented in the Table Section and in the Capital Improvements Section of the 2015 Budget. There was a substantial increase in capital spending in 2014 and 2015 with the design and construction of a new Health and Human Service building. In 2010, there was an increase in transportation projects as the Wadsworth/120th Avenue project was started. This is a three-phase project with the majority of the funding being provided by Colorado Department of Transportation. Broomfield's share of the cost is a match of 20%. The 2014 and 2015 budgets include funds for the next phase of the Wadsworth/120th project and funding for the widening of Lowell Blvd.

CAPITAL IMPROVEMENTS PROGRAM SUMMARY						
Capital Improvement Projects By Category	Actual 2011	Actual 2012	Actual 2013	Estimate 2014	Budget 2015	Total 2011-2015
Building & Facility Projects	$ 1,104,431	$ 876,367	$ 486,711	$ 19,081,488	$ 1,021,003	$ 22,570,000
Drainage & Storm Water Projects	78,888	302,630	229,062	395,392	305,000	1,310,972
Information Technology Projects	988,515	884,798	2,185,754	5,099,424	1,478,000	10,636,491
Landscaping Projects	297,873	335,802	757,201	956,144	822,000	3,169,020
Open Space Projects	408,989	405,498	827,090	439,960	410,986	2,492,523
Trail System Projects	221,508	190,359	592,805	2,073,905	2,196,700	5,275,277
Parks & Rec Facility Projects	2,968,183	2,609,277	3,026,679	8,479,773	8,729,950	25,813,862
Transportation System Projects	5,343,788	5,784,241	8,357,040	32,194,385	6,322,100	58,001,554
Vehicles, Other Equipment and Furniture	846,427	2,562,890	1,630,891	4,651,724	1,943,779	11,635,711
Community Development Projects*	6,457,876	7,767,117	6,480,401	7,452,475	7,190,309	35,348,178
Water Utility Projects	991,939	1,213,924	1,565,732	16,137,271	25,629,229	45,538,095
Sewer Utility Projects	849,808	1,254,196	10,078,638	20,094,851	5,164,100	37,441,593
Water Reclamation Utility Projects	497,448	67,192	316,991	1,130,591	716,303	2,728,525
Planning, Admin & Other Exp	1,229,676	387,439	308,580	400,000	590,000	2,915,695
Public Art & Cultural Projects	29,234	33,487	161,596	259,267	135,729	619,313
Total Capital Improvement Projects	$ 22,314,583	$ 24,675,217	$ 37,005,171	$ 118,846,650	$ 62,655,188	$ 265,496,809

* Includes projects such as Broomfield's financial participation in the public improvement costs for the Flatiron Crossing

Debt Service (Debt Funds)

Broomfield borrows money to finance capital improvements that cannot be funded from current revenues, such as construction of buildings, infrastructure projects, etc. Annual payments for principal and interest on the City and County's indebtedness are budgeted within the Debt Service Fund and Enterprise Funds.

Per the City Charter, the City Council may issue general obligation debt which shall not exceed 10.00% of the assessed valuation of taxable property within Broomfield. The City and County does not currently have any general obligation debt outstanding at the end of 2015. Tables 4A to 4D, in the Tables Section, contain additional information regarding the City's debt position. Table 4A also describes the use of each debt obligation.

The City's bond rating by Moody's Investment Service is Aa3. The 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. The 2015 Budget includes $26 million in debt service and lease purchase payments. Each of the obligations has a specific source or sources of revenue from which annual principal and interest payments are made. The amount of debt and certificates of participation supported by each fund are summarized below.

PRINCIPAL AND INTEREST TO TERM - BONDS, NOTES & CERTIFICATES OF PARTICIPATION
SUMMARY BY BUDGET FUND - ESTIMATED AS OF DECEMBER 31, 2015

City & County	Bonds & Notes Principal & Interest	Certificates of Participation Principal & Interest	Estimated at the end of 2015 Total Principal & Interest	% Total	2015 Debt Service
General Government Type Funds					
City General Fund	$ -	$ 4,826,345	$ 4,826,345	1%	$ 334,703
County General Fund	-	59,350,958	59,350,958	15%	3,548,412
Capital Improvements Fund*	118,897,184	18,641,648	137,538,832	35%	11,271,029
Open Space & Parks Fund	5,785,342	-	5,785,342	1%	1,628,506
Total General Government Type Fu	$ 124,682,526	$ 82,818,951	$ 207,501,477	53%	$ 16,782,650
Utility/Enterprise Funds					
Water Fund	$ 40,050,400	$ -	$ 40,050,400	11%	$ 5,734,650
Sewer Fund	47,121,188	-	47,121,188	12%	3,520,963
Water Reclamation Fund	8,427,844	-	8,427,844	2%	1,401,318
Total Utility/Enterprise Funds	$ 95,599,432	$ -	$ 95,599,432	25%	$ 10,656,931
Total City & County	$ 220,281,958	$ 82,818,951	$ 303,100,909	78%	$ 27,439,581
Urban Renewal Authority	$ 86,187,225	$ -	$ 86,187,225	22%	$ 5,355,824
Total - All	$ 306,469,183	$ 82,818,951	$ 389,288,134	100%	$ 32,795,405

Total City and County Annual Debt Service	$ 27,439,581
Total City and County Annual Revenues	$ 243,418,328
Ratio Debt Service to Revenues	11.27%

CLOSING

Substantial growth that has been nurtured within the community generates more revenue, but also increases service delivery costs. Revenue from the growth in the tax base has allowed the City and County to build substantial infrastructure, maintain fund reserves to meet financial policy goals, and provide excellent services to enhance the quality of life in Broomfield. Conservative spending and careful planning have allowed Broomfield to weather the economic downturn while maintaining a consistent level of service.

The budget development process is a comprehensive project. It requires the input of staff members at every level of the organization and within every department. It is the culmination of several valuable planning processes that generate strategic vision through a partnership of citizen boards and City and County staff. The Budget is the tool that shapes our vision into reality.

The City and County of Broomfield would like to extend sincere appreciation to all those who contributed. There are several people in both the Manager and Finance Departments that deserve special recognition for their hard work: Jim Becklenberg, Assistant City and County Manager; Pat Soderberg, Finance Director; Joyce Alberts, Budget Manager; Joo Kang, Senior Budget and Financial Analyst; Cassey Eyestone, Senior Budget and Financial Analyst; Cheryl Navarra, Administrative Technician II; and Laura Beauchamp, Grants Coordinator. In fact, many individuals have devoted time and talent to the effort - an effort that serves as an example of the cooperation that makes the City and County of Broomfield a fantastic place to live and work.

TABLE 1A
CITY AND COUNTY OF BROOMFIELD
OVERALL SUMMARY - TOTAL BUDGET

Sources and Uses of Funds	Actual 2013	Original Budget 2014	Revised Estimate 2014	Budget 2015	Budget % Chg 14 Original 2015	Budget % Chg 14 Revised 2015
City of Broomfield Budget						
Sources of Funds						
Beginning Balance	$ 203,628,702	$ 178,728,448	$ 237,219,499	$ 197,074,748	10.26%	-16.92%
Revenues	201,519,065	214,648,495	230,805,054	204,222,510	-4.86%	-11.52%
Total Sources of Funds	**$ 405,147,767**	**$ 393,376,943**	**$ 468,024,553**	**$ 401,297,258**	**2.01%**	**-14.26%**
Uses of Funds						
Expenditures	$ 161,526,320	$ 199,563,328	$ 263,839,827	$ 198,362,239	-0.60%	-24.82%
Additions to Reserves	6,401,948	6,915,659	7,109,979	8,821,033	27.55%	24.07%
Total Uses of Funds	**$ 167,928,268**	**$ 206,478,987**	**$ 270,949,806**	**$ 207,183,272**	**0.34%**	**-23.53%**
Ending Balance	**$ 237,219,499**	**$ 186,897,956**	**$ 197,074,748**	**$ 194,113,986**	**3.86%**	**-1.50%**
County of Broomfield Budget						
Sources of Funds						
Beginning Balance	$ 6,807,123	$ 2,770,405	$ 4,424,749	$ 2,615,024	-5.61%	-40.90%
Revenues	36,195,310	39,826,550	38,992,565	39,195,818	-1.58%	0.52%
Total Sources of Funds	**$ 43,002,433**	**$ 42,596,955**	**$ 43,417,314**	**$ 41,810,842**	**-1.85%**	**-3.70%**
Uses of Funds						
Expenditures	$ 38,530,174	$ 40,447,109	$ 40,794,290	$ 40,818,975	0.92%	0.06%
Additions to Reserves	47,510	-	8,000	8,000	100.00%	NA
Total Uses of Funds	**$ 38,577,684**	**$ 40,447,109**	**$ 40,802,290**	**$ 40,826,975**	**0.94%**	**0.06%**
Ending Balance	**$ 4,424,749**	**$ 2,149,846**	**$ 2,615,024**	**$ 983,867**	**-54.24%**	**-62.38%**
Combined City & County of Broomfield Budget						
Sources of Funds						
Beginning Balance	$ 210,435,825	$ 181,498,853	$ 241,644,248	$ 199,689,772	10.02%	-17.36%
Revenues	237,714,375	254,475,045	269,797,619	243,418,328	-4.34%	-9.78%
Total Sources of Funds	**$ 448,150,200**	**$ 435,973,898**	**$ 511,441,867**	**$ 443,108,100**	**1.64%**	**-13.36%**
Less Interfund Activities	$ 32,857,584	$ 30,448,949	$ 35,936,077	$ 31,197,946	2.46%	-13.18%
Net Total Sources of Funds	**$ 415,292,616**	**$ 405,524,949**	**$ 475,505,790**	**$ 411,910,154**	**1.57%**	**-13.37%**
Uses of Funds						
Expenditures	$ 200,056,494	$ 240,010,437	$ 304,634,117	$ 239,181,214	-0.35%	-21.49%
Less Interfund Activities	32,857,584	30,448,949	35,936,077	31,197,946	2.46%	-13.18%
Total Uses of Funds	**$ 167,198,910**	**$ 209,561,488**	**$ 268,698,040**	**$ 207,983,268**	**-0.75%**	**-22.60%**
Additions to Reserves	$ 6,449,458	$ 6,915,659	$ 7,117,979	$ 8,829,033	27.67%	24.04%
Net Total Uses of Funds	**$ 173,648,368**	**$ 216,477,147**	**$ 275,816,019**	**$ 216,812,301**	**0.15%**	**-21.39%**
Ending Balance	**$ 241,644,248**	**$ 189,047,802**	**$ 199,689,772**	**$ 195,097,853**	**3.20%**	**-2.30%**

TABLE 1B - PAGE 1
CITY AND COUNTY OF BROOMFIELD
TOTAL RESERVES AND ALLOCATIONS

Sources and Uses of Funds	Actual 2013	Original Budget 2014	Revised Estimate 2014	Budget 2015	Budget % Chg 14 Original 2015	Budget % Chg 14 Revised 2015
City of Broomfield Budget						
Beginning Reserve and Allocations Balance						
General Fund Operation	$ 11,195,522	$ 11,195,522	$ 11,195,522	$ 11,195,522	NA	NA
General Fund Compensation	1,000,000	1,000,000	1,000,000	1,000,000	NA	NA
General Fund Reserves - Misc.	-	-	512,698	697,018	100.00%	35.95%
Capital Improvement Projects	14,165,217	16,356,574	18,463,156	7,972,839	-51.26%	-56.82%
General Governmental Funds Debt Services	7,803,045	7,803,045	7,814,645	7,814,645	0.15%	NA
Water Operations	2,182,091	2,442,091	2,442,091	2,442,091	NA	NA
Water Debt Services	15,877,209	20,852,209	20,852,209	20,852,209	NA	NA
Sewer Operations	1,070,138	1,670,138	1,636,633	1,113,793	-33.31%	-31.95%
Sewer Debt Services	10,582,313	8,782,313	8,782,313	8,782,313	NA	NA
Water Reclamation Operations	188,445	188,445	188,445	188,445	NA	NA
Water Reclamation Debt Services	2,943,718	2,943,718	2,943,718	2,943,718	NA	NA
Total Beginning Balance	**$ 67,007,698**	**$ 73,234,055**	**$ 75,831,430**	**$ 65,002,593**	**-11.24%**	**-14.28%**
Additions to Reserves and Allocations						
General Fund Operation	$ -	$ -	$ -	$ -	NA	NA
General Fund Compensation	-	-	-	-	NA	NA
General Fund Reserves - Misc.	512,698	-	184,320	182,720	100.00%	-0.87%
Capital Improvement Projects	5,051,155	6,238,499	6,248,499	6,500,000	4.19%	4.02%
General Governmental Funds Debt Services	11,600	-	-	-	NA	NA
Water Operations	260,000	-	-	130,353	100.00%	100.00%
Water Debt Services	-	-	-	-	NA	NA
Sewer Operations	566,495	677,160	677,160	738,810	9.10%	9.10%
Sewer Debt Services	-	-	-	-	NA	NA
Water Reclamation Operations	-	-	-	-	NA	NA
Water Reclamation Debt Services	-	-	-	1,269,150	100.00%	100.00%
Total Additions to Reserves and Allocations	**$ 6,401,948**	**$ 6,915,659**	**$ 7,109,979**	**$ 8,821,033**	**27.55%**	**24.07%**
Uses of Reserves and Allocations						
General Fund Operation	$ -	$ -	$ -	$ -	NA	NA
General Fund Compensation	-	-	-	-	NA	NA
General Fund Reserves - Misc.	-	-	-	2,500	100.00%	100.00%
Capital Improvement Projects	175,084	14,620,000	16,738,816	2,700,100	-81.53%	-83.87%
General Governmental Funds Debt Services	-	-	-	-	NA	NA
Water Operations	-	-	-	-	NA	NA
Water Debt Services	-	-	-	-	NA	NA
Sewer Operations	-	-	1,200,000	-	NA	-100.00%
Sewer Debt Services	1,800,000	-	-	-	NA	NA
Water Reclamation Operations	-	-	-	-	NA	NA
Water Reclamation Debt Services	-	-	-	-	NA	NA
Total Uses of Reserves and Allocations	**$ 1,975,084**	**$ 14,620,000**	**$ 17,938,816**	**$ 2,702,600**	**-81.51%**	**-84.93%**
Ending Balance						
General Fund Operation	$ 11,195,522	$ 11,195,522	$ 11,195,522	$ 11,195,522	NA	NA
General Fund Compensation	1,000,000	1,000,000	1,000,000	1,000,000	NA	NA
General Fund Reserves - Misc.	512,698	-	697,018	877,238	100.00%	25.86%
Capital Improvement Projects	19,041,288	7,975,073	7,972,839	11,772,739	47.62%	47.66%
General Governmental Funds Debt Services	7,814,645	7,803,045	7,814,645	7,814,645	0.15%	NA
Water Operations	2,442,091	2,442,091	2,442,091	2,572,444	5.34%	5.34%
Water Debt Services	15,877,209	20,852,209	20,852,209	20,852,209	NA	NA
Sewer Operations	1,636,633	2,347,298	1,113,793	1,852,603	-21.08%	66.33%
Sewer Debt Services	8,782,313	8,782,313	8,782,313	8,782,313	NA	NA
Water Reclamation Operations	188,445	188,445	188,445	188,445	NA	NA
Water Reclamation Debt Services	2,943,718	2,943,718	2,943,718	4,212,868	43.11%	43.11%
Total Ending Balance	**$ 71,434,562**	**$ 65,529,714**	**$ 65,002,593**	**$ 71,121,026**	**8.53%**	**9.41%**
County of Broomfield Budget						
Beginning Reserve and Allocations Balance						
County General Fund	$ 5,925,449	$ 5,925,449	$ 5,925,449	$ 5,925,449	NA	NA
County General Fund - Misc.	-	-	47,510	55,510	100.00%	16.84%
Total Beginning Balance	**$ 5,925,449**	**$ 5,925,449**	**$ 5,972,959**	**$ 5,980,959**	**0.94%**	**0.13%**
Additions to Reserves and Allocations						
County General Fund	$ -	$ -	$ -	$ -	NA	NA
County General Fund - Misc.	47,510	-	8,000	8,000	100.00%	NA
Total Additions to Reserves and Allocations	**$ 47,510**	**$ -**	**$ 8,000**	**$ 8,000**	**100.00%**	**NA**
Uses of Reserves and Allocations						
County General Fund	$ -	$ -	$ -	$ -	NA	NA
County General Fund - Misc.	-	-	-	-	NA	NA
Total Uses of Reserves and Allocations	**$ -**	**$ -**	**$ -**	**$ -**	**NA**	**NA**
Ending Balance						
County General Fund	$ 5,925,449	$ 5,925,449	$ 5,925,449	$ 5,925,449	NA	NA
County General Fund - Misc.	47,510	-	55,510	63,510	100.00%	14.41%
Total Ending Balance	**$ 5,972,959**	**$ 5,925,449**	**$ 5,980,959**	**$ 5,988,959**	**1.07%**	**0.13%**

Table 1B is continued on the next page.

TABLE 1B - PAGE 2
CITY AND COUNTY OF BROOMFIELD
TOTAL RESERVES AND ALLOCATIONS

Sources and Uses of Funds	Actual 2013	Original Budget 2014	Revised Estimate 2014	Budget 2015	Budget % Chg 14 Original 2015	Budget % Chg 14 Revised 2015
Combined City & County of Broomfield Budget						
Sources of Reserves						
Beginning Reserve and Allocations Balance						
General Fund Operation	$ 11,195,522	$ 11,195,522	$ 11,195,522	$ 11,195,522	NA	NA
General Fund Compensation	1,000,000	1,000,000	1,000,000	1,000,000	NA	NA
General Fund Reserves - Misc.	-	-	512,698	697,018	100.00%	35.95%
Capital Improvement Projects	14,165,217	16,356,574	18,463,156	7,972,839	-51.26%	-56.82%
General Governmental Funds Debt Services	7,803,045	7,803,045	7,814,645	7,814,645	0.15%	NA
Water Operations	2,182,091	2,442,091	2,442,091	2,442,091	NA	NA
Water Debt Services	15,877,209	20,852,209	20,852,209	20,852,209	NA	NA
Sewer Operations	1,070,138	1,670,138	1,636,633	1,113,793	-33.31%	-31.95%
Sewer Debt Services	10,582,313	8,782,313	8,782,313	8,782,313	NA	NA
Water Reclamation Operations	188,445	188,445	188,445	188,445	NA	NA
Water Reclamation Debt Services	2,943,718	2,943,718	2,943,718	2,943,718	NA	NA
County General Fund	5,925,449	5,925,449	5,925,449	5,925,449	NA	NA
County General Fund - Misc.	-	-	47,510	55,510	100.00%	16.84%
Total Beginning Balance	**72,933,147**	**79,159,504**	**81,804,389**	**70,983,552**	**-10.33%**	**-13.23%**
Additions to Reserves and Allocations						
General Fund Operation	$ -	$ -	$ -	$ -	NA	NA
General Fund Compensation	-	-	-	-	NA	NA
General Fund Reserves - Misc.	512,698	-	184,320	182,720	100.00%	-0.87%
Capital Improvement Projects	5,051,155	6,238,499	6,248,499	6,500,000	4.19%	4.02%
General Governmental Funds Debt Services	11,600	-	-	-	NA	NA
Water Operations	260,000	-	-	130,353	100.00%	100.00%
Water Debt Services	-	-	-	-	NA	NA
Sewer Operations	566,495	677,160	677,160	738,810	9.10%	9.10%
Sewer Debt Services	-	-	-	-	NA	NA
Water Reclamation Operations	-	-	-	-	NA	NA
Water Reclamation Debt Services	-	-	-	1,269,150	100.00%	100.00%
County General Fund	-	-	-	-	NA	NA
County General Fund - Misc.	47,510	-	8,000	8,000	100.00%	NA
Total Additions to Reserves and Allocations	**$ 6,449,458**	**$ 6,915,659**	**$ 7,117,979**	**$ 8,829,033**	**27.67%**	**24.04%**
Total Sources of Reserves	**$ 79,382,605**	**$ 86,075,163**	**$ 88,922,368**	**$ 79,812,585**	**-7.28%**	**-10.24%**
Uses of Reserves and Allocations						
General Fund Operation	$ -	$ -	$ -	$ -	NA	NA
General Fund Compensation	-	-	-	-	NA	NA
General Fund Reserves - Misc.	-	-	-	2,500	100.00%	100.00%
Capital Improvement Projects	175,084	14,620,000	16,738,816	2,700,100	-81.53%	-83.87%
General Governmental Funds Debt Services	-	-	-	-	NA	NA
Water Operations	-	-	-	-	NA	NA
Water Debt Services	-	-	-	-	NA	NA
Sewer Operations	-	-	1,200,000	-	NA	-100.00%
Sewer Debt Services	1,800,000	-	-	-	NA	NA
Water Reclamation Operations	-	-	-	-	NA	NA
Water Reclamation Debt Services	-	-	-	-	NA	NA
County General Fund	-	-	-	-	NA	NA
County General Fund - Misc.	-	-	-	-	NA	NA
Total Uses of Reserves and Allocations	**$ 1,975,084**	**$ 14,620,000**	**$ 17,938,816**	**$ 2,702,600**	**-81.51%**	**-84.93%**
Ending Balance						
General Fund Operation	$ 11,195,522	$ 11,195,522	$ 11,195,522	$ 11,195,522	NA	NA
General Fund Compensation	1,000,000	1,000,000	1,000,000	1,000,000	NA	NA
General Fund Reserves - Misc.	512,698	-	697,018	877,238	100.00%	25.86%
Capital Improvement Projects	19,041,288	7,975,073	7,972,839	11,772,739	47.62%	47.66%
General Governmental Funds Debt Services	7,814,645	7,803,045	7,814,645	7,814,645	0.15%	NA
Water Operations	2,442,091	2,442,091	2,442,091	2,572,444	5.34%	5.34%
Water Debt Services	15,877,209	20,852,209	20,852,209	20,852,209	NA	NA
Sewer Operations	1,636,633	2,347,298	1,113,793	1,852,603	-21.08%	66.33%
Sewer Debt Services	8,782,313	8,782,313	8,782,313	8,782,313	NA	NA
Water Reclamation Operations	188,445	188,445	188,445	188,445	NA	NA
Water Reclamation Debt Services	2,943,718	2,943,718	2,943,718	4,212,868	43.11%	43.11%
County General Fund	5,925,449	5,925,449	5,925,449	5,925,449	NA	NA
County General Fund - Misc.	47,510	-	55,510	63,510	100.00%	14.41%
Total Ending Balance	**$ 77,407,521**	**$ 71,455,163**	**$ 70,983,552**	**$ 77,109,985**	**7.91%**	**8.63%**

Additional Information on Reserve Ending Fund Balance						
Restricted Balance for Debt Services	**$ 35,417,885**	**$ 40,381,285**	**$ 40,392,885**	**$ 41,662,035**	**3.17%**	**3.14%**
Unrestricted Reserves and Allocation Balance	**41,989,636**	**31,073,878**	**30,590,667**	**35,447,950**	**14.08%**	**15.88%**
Total Ending Balance	**$ 77,407,521**	**$ 71,455,163**	**$ 70,983,552**	**$ 77,109,985**	**7.91%**	**8.63%**

TABLE 1C - PAGE 1
CITY OF BROOMFIELD
TOTAL BUDGET SUMMARY

Sources and Uses of Funds	Actual 2013	Original Budget 2014	Revised Estimate 2014	Budget 2015	Budget % Chg 14 Original 2015	Budget % Chg 14 Revised 2015
Sources of Funds						
Beginning Balance	**$ 203,628,702**	**$ 178,728,448**	**$ 237,219,499**	**$ 197,074,748**	**10.26%**	**-16.92%**
Revenues						
Taxes						
Property Tax	$ 11,250,402	$ 12,498,590	$ 12,365,960	$ 12,173,407	-2.60%	-1.56%
Sales Tax	42,667,441	43,876,345	44,430,998	45,016,860	2.60%	1.32%
Use Tax - Building Materials	3,976,409	4,403,651	4,164,915	4,431,324	0.63%	6.40%
Audit Revenues - Sales & Use Tax	701,581	501,567	501,567	402,717	-19.71%	-19.71%
Use Tax - Vehicles	4,001,647	3,953,309	4,337,350	4,518,070	14.29%	4.17%
Specific Ownership Tax	638,857	625,520	625,520	650,000	3.91%	3.91%
Other Taxes	5,525,656	6,055,500	6,239,100	6,427,600	6.14%	3.02%
Total Taxes	$ 68,761,993	$ 71,914,482	$ 72,665,410	$ 73,619,978	2.37%	1.31%
Licenses & Permits	$ 2,237,879	$ 2,694,810	$ 2,575,618	$ 2,635,194	-2.21%	2.31%
Intergovernmental Revenue	4,728,699	3,424,110	7,838,704	3,406,683	-0.51%	-56.54%
Charges for Services	60,198,938	68,765,931	67,399,750	68,482,673	-0.41%	1.61%
Contributions & Project Participations	33,531	2,125,985	4,132,735	-	-100.00%	-100.00%
Fines & Forfeits	1,439,623	689,500	1,087,629	1,035,500	50.18%	-4.79%
Interest Earnings & Misc Revenues	18,223,317	8,404,450	8,455,909	7,147,049	-14.96%	-15.48%
Fiduciary Plan Contributions	11,900,389	12,448,648	13,479,489	14,983,963	20.37%	11.16%
Transfers from Fund Reserves	1,975,084	14,620,000	17,938,816	2,700,100	-81.53%	-84.95%
Interfund Activities	32,019,612	29,560,579	35,230,994	30,211,370	2.20%	-14.25%
Total Revenues	**$ 201,519,065**	**$ 214,648,495**	**$ 230,805,054**	**$ 204,222,510**	**-4.86%**	**-11.52%**
Total Sources of Funds	**$ 405,147,767**	**$ 393,376,943**	**$ 468,024,553**	**$ 401,297,258**	**2.01%**	**-14.26%**
Less Interfund Activities	$ 32,019,612	$ 29,560,579	$ 35,230,994	$ 30,211,370	2.20%	-14.25%
Net Total Sources of Funds	**$ 373,128,155**	**$ 363,816,364**	**$ 432,793,559**	**$ 371,085,888**	**2.00%**	**-14.26%**
Uses of Funds						
Expenditures						
Operations	$ 80,601,940	$ 88,242,246	$ 98,264,904	$ 91,043,054	3.17%	-7.35%
Capital Improvements	46,751,861	79,274,311	130,390,260	72,891,031	-8.05%	-44.10%
Lease/Purchase Payments	5,593,354	5,609,420	5,609,420	5,612,744	0.06%	0.06%
Debt Service - Bonds	16,732,896	16,878,990	16,877,983	16,882,089	0.02%	0.02%
Fiduciary Funds - Expenditures	11,846,269	9,558,361	12,697,260	11,933,321	24.85%	-6.02%
Sub Total	$ 161,526,320	$ 199,563,328	$ 263,839,827	$ 198,362,239	-0.60%	-24.82%
Less Interfund Activities	$ 23,004,502	$ 22,440,488	$ 26,656,075	$ 22,254,762	-0.83%	-16.51%
Total Uses of Funds	**$ 138,521,818**	**$ 177,122,840**	**$ 237,183,752**	**$ 176,107,477**	**-0.57%**	**-25.75%**
Additions to Reserves	$ 6,401,948	$ 6,915,659	$ 7,109,979	$ 8,821,033	27.55%	24.07%
Net Total Uses of Funds	**$ 144,923,766**	**$ 184,038,499**	**$ 244,293,731**	**$ 184,928,510**	**0.48%**	**-24.30%**
Ending Balance	**$ 237,219,499**	**$ 186,897,956**	**$ 197,074,748**	**$ 194,113,986**	**3.86%**	**-1.50%**

TABLE 1C - PAGE 2
COUNTY OF BROOMFIELD
TOTAL BUDGET SUMMARY

Sources and Uses of Funds	Actual 2013	Original Budget 2014	Revised Estimate 2014	Budget 2015	Budget % Chg 14 Original 2015	Budget % Chg 14 Revised 2015
Sources of Funds						
Beginning Balance	**$ 6,807,123**	**$ 2,770,405**	**$ 4,424,749**	**$ 2,615,024**	**-5.61%**	**-40.90%**
Revenues						
Taxes						
Property Tax	$ 17,142,219	$ 19,101,200	$ 18,897,920	$ 18,603,482	-2.61%	-1.56%
Sales Tax	4,551,219	4,680,150	4,739,283	4,802,907	2.62%	1.34%
Use Tax - Building Materials	424,150	469,720	444,258	472,675	0.63%	6.40%
Audit Revenues - Sales & Use Tax	74,836	53,500	53,500	42,956	-19.71%	-19.71%
Use Tax - Vehicles	427,676	421,690	462,650	481,930	14.29%	4.17%
Specific Ownership Tax	976,516	959,560	959,560	997,113	3.91%	3.91%
Total Taxes	$ 23,596,616	$ 25,685,820	$ 25,557,171	$ 25,401,063	-1.11%	-0.61%
Licenses & Permits	$ 56,284	$ 71,290	$ 73,800	$ 51,800	-27.34%	-29.81%
Intergovernmental Revenue	9,084,876	10,727,740	10,226,406	10,295,519	-4.03%	0.68%
Charges for Services	2,354,379	2,226,280	2,221,655	2,262,260	1.62%	1.83%
Contributions & Project Participations	39,420	29,700	31,700	32,100	8.08%	1.26%
Interest Earnings & Misc Revenues	225,763	197,350	176,750	166,500	-15.63%	-5.80%
Interfund Activities	837,972	888,370	705,083	986,576	11.05%	39.92%
Total Revenues	**$ 36,195,310**	**$ 39,826,550**	**$ 38,992,565**	**$ 39,195,818**	**-1.58%**	**0.52%**
Total Sources of Funds	**43,002,433**	**42,596,955**	**43,417,314**	**41,810,842**	**-1.85%**	**-3.70%**
Less Interfund Activities	$ 837,972	$ 888,370	$ 705,083	$ 986,576	11.05%	39.92%
Net Total Sources of Funds	**$ 42,164,461**	**$ 41,708,585**	**$ 42,712,231**	**$ 40,824,266**	**-2.12%**	**-4.42%**
Uses of Funds						
Expenditures						
Operating Budget	$ 34,963,079	$ 36,895,349	$ 37,242,530	$ 37,268,044	1.01%	0.07%
Lease/Purchase Payments	3,567,095	3,551,760	3,551,760	3,550,931	-0.02%	-0.02%
Sub Total	$ 38,530,174	$ 40,447,109	$ 40,794,290	$ 40,818,975	0.92%	0.06%
Less Interfund Activities	$ 9,853,082	$ 8,008,461	$ 9,280,002	$ 8,943,184	11.67%	-3.63%
Total Uses of Funds	**$ 28,677,092**	**$ 32,438,648**	**$ 31,514,288**	**$ 31,875,791**	**-1.74%**	**1.15%**
Additions to Reserves	$ 47,510	$ -	$ 8,000	$ 8,000	100.00%	NA
Net Total Uses of Funds	**$ 28,724,602**	**$ 32,438,648**	**$ 31,522,288**	**$ 31,883,791**	**-1.71%**	**1.15%**
Ending Balance	**$ 4,424,749**	**$ 2,149,846**	**$ 2,615,024**	**$ 983,867**	**-54.24%**	**-62.38%**

TABLE 1C - PAGE 3
COMBINED CITY & COUNTY OF BROOMFIELD
TOTAL BUDGET SUMMARY

Sources and Uses of Funds	Actual 2013	Original Budget 2014	Revised Estimate 2014	Budget 2015	Budget % Chg 14 Original 2015	Budget % Chg 14 Revised 2015
Sources of Funds						
Beginning Balance	**$ 210,435,825**	**$ 181,498,853**	**$ 241,644,248**	**$ 199,689,772**	**10.02%**	**-17.36%**
Revenues						
Taxes						
Property Tax	$ 28,392,621	$ 31,599,790	$ 31,263,880	$ 30,776,889	-2.60%	-1.56%
Sales Tax	47,218,660	48,556,495	49,170,281	49,819,767	2.60%	1.32%
Use Tax - Building Materials	4,400,559	4,873,371	4,609,173	4,903,999	0.63%	6.40%
Audit Revenues - Sales & Use Tax	776,417	555,067	555,067	445,673	-19.71%	-19.71%
Use Tax - Vehicles	4,429,323	4,374,999	4,800,000	5,000,000	14.29%	4.17%
Specific Ownership Tax	1,615,373	1,585,080	1,585,080	1,647,113	3.91%	3.91%
Other Taxes	5,525,656	6,055,500	6,239,100	6,427,600	6.14%	3.02%
Total Taxes	$ 92,358,609	$ 97,600,302	$ 98,222,581	$ 99,021,041	1.46%	0.81%
Licenses & Permits	$ 2,294,163	$ 2,766,100	$ 2,649,418	$ 2,686,994	-2.86%	1.42%
Intergovernmental Revenue	13,813,575	14,151,850	18,065,110	13,702,202	-3.18%	-24.15%
Charges for Services	62,553,317	70,992,211	69,621,405	70,744,933	-0.35%	1.61%
Contributions & Project Participations	72,951	2,155,685	4,164,435	32,100	-98.51%	-99.23%
Fines & Forfeits	1,439,623	689,500	1,087,630	1,035,500	50.18%	-4.79%
Interest Earnings & Misc Revenues	18,449,080	8,601,800	8,632,659	7,313,549	-14.98%	-15.28%
Fiduciary Plan Contributions	11,900,389	12,448,648	13,479,489	14,983,963	20.37%	11.16%
Transfers from Fund Reserves	1,975,084	14,620,000	17,938,816	2,700,100	-81.53%	-84.95%
Interfund Activities	32,857,584	30,448,949	35,936,077	31,197,946	2.46%	-13.18%
Total Revenues	**$ 237,714,375**	**$ 254,475,045**	**$ 269,797,620**	**$ 243,418,328**	**-4.34%**	**-9.78%**
Total Sources of Funds	**$ 448,150,200**	**$ 435,973,898**	**$ 511,441,868**	**$ 443,108,100**	**1.64%**	**-13.36%**
Less Interfund Activities	$ 32,857,584	$ 30,448,949	$ 35,936,077	$ 31,197,946	2.46%	-13.18%
Net Total Sources of Funds	**$ 415,292,616**	**$ 405,524,949**	**$ 475,505,791**	**$ 411,910,154**	**1.57%**	**-13.37%**
Uses of Funds						
Expenditures						
Operating Budget	$ 115,565,019	$ 125,137,595	$ 135,507,434	$ 128,311,098	2.54%	-5.31%
Capital Improvements	46,751,861	79,274,311	130,390,260	72,891,031	-8.05%	-44.10%
Lease/Purchase Payments	9,160,449	9,161,180	9,161,180	9,163,675	0.03%	0.03%
Debt Service - Bonds	16,732,896	16,878,990	16,877,983	16,882,089	0.02%	0.02%
Fiduciary Funds - Expenditures	11,846,269	9,558,361	12,697,260	11,933,321	24.85%	-6.02%
Sub Total	$ 200,056,494	$ 240,010,437	$ 304,634,117	$ 239,181,214	-0.35%	-21.49%
Less Interfund Activities	$ 32,857,584	$ 30,448,949	$ 35,936,077	$ 31,197,946	2.46%	-13.18%
Total Uses of Funds	**$ 167,198,910**	**$ 209,561,488**	**$ 268,698,040**	**$ 207,983,268**	**-0.75%**	**-22.60%**
Additions to Reserves	$ 6,449,458	$ 6,915,659	$ 7,117,979	$ 8,829,033	27.67%	24.04%
Net Total Uses of Funds	**$ 173,648,368**	**$ 216,477,147**	**$ 275,816,019**	**$ 216,812,301**	**0.15%**	**-21.39%**
Ending Balance	**$ 241,644,248**	**$ 189,047,802**	**$ 199,689,772**	**$ 195,097,853**	**3.20%**	**-2.30%**

TABLE 1D - PAGE 1
COMBINED CITY & COUNTY OF BROOMFIELD
TOTAL BUDGET SUMMARY BY FUND

Fund	Revised Estimate 2014				
	Beginning Fund Balance	Revenues	Total Sources	Expenditures	Ending Fund Balance
City and County Funds					
City General Fund	$ 6,306,232	$ 46,470,869	$ 52,777,101	$ 51,900,119	$ 876,982
County General Fund	1,878,746	26,070,291	27,949,037	26,911,248	1,037,789
Recreation Fund	-	5,843,828	5,843,828	5,843,828	-
Street Maintenance Fund	-	4,192,579	4,192,579	4,192,579	-
Library Fund	387	2,251,698	2,252,085	2,252,085	-
Facility Maintenance Fund	-	3,829,608	3,829,608	3,829,608	-
Cemetery Fund	-	165,960	165,960	165,960	-
Lodging Tax Fund	-	475,000	475,000	475,000	-
Human Service Fund	2,546,003	12,922,274	15,468,277	13,891,042	1,577,235
Total Governmental Operating Funds	**$ 10,731,368**	**$ 102,222,107**	**$ 112,953,475**	**$ 109,461,469**	**$ 3,492,006**
Sales & Use Tax Capital Improvements Fund	$ 27,957,587	$ 46,319,828	$ 74,277,415	$ 70,488,480	$ 3,788,935
Asset Replacement Fund	3,153,604	8,152,691	11,306,295	10,572,821	733,474
Conservation Trust Fund	1,392,077	638,400	2,030,477	1,632,662	397,815
Open Space & Parks Capital Fund	3,307,301	5,714,915	9,022,216	5,971,554	3,050,662
Services Expansion Fee Capital Fund	6,114,903	2,017,500	8,132,403	2,396,460	5,735,943
Development Agreement Fund	1,757,399	11,884,604	13,642,003	12,082,269	1,559,734
Total Governmental Capital Funds	**$ 43,682,871**	**$ 74,727,938**	**$ 118,410,809**	**$ 103,144,246**	**$ 15,266,563**
Governmental Debt Service Fund	**$ 139,895**	**$ 7,631,373**	**$ 7,771,268**	**$ 7,623,070**	**$ 148,198**
Total Governmental Funds	**$ 54,554,134**	**$ 184,581,418**	**$ 239,135,552**	**$ 220,228,785**	**$ 18,906,767**
Water Fund	$ 55,920,197	$ 34,806,339	$ 90,726,536	$ 40,290,329	$ 50,436,207
Sewer Fund	30,837,360	27,367,401	58,204,761	34,569,852	23,634,910
Water Reclamation Fund	4,358,565	3,302,095	7,660,660	3,965,870	3,694,790
Total Utility Funds	**$ 91,116,122**	**$ 65,475,835**	**$ 156,591,957**	**$ 78,826,051**	**$ 77,765,907**
Employee Medical Care Fund	$ 2,534,830	$ 5,845,697	$ 8,380,527	$ 6,410,904	$ 1,969,623
Employee Defined Benefit Pension Fund	9,346,603	1,575,261	10,921,864	1,754,609	9,167,255
Employee Money Purchase Pension Fund	47,555,716	6,820,556	54,376,272	3,149,895	51,226,377
Police Defined Benefit Pension Fund	22,121	76,210	98,331	78,925	19,406
Police Money Purchase Pension Fund	36,514,722	4,909,730	41,424,452	1,283,497	40,140,955
Retiree Health Insurance Plan	-	512,912	512,912	19,430	493,482
Total Benefit Funds	**$ 95,973,992**	**$ 19,740,366**	**$ 115,714,358**	**$ 12,697,260**	**$ 103,017,098**
Total City and County Funds	**$ 241,644,248**	**$ 269,797,619**	**$ 511,441,867**	**$ 311,752,096**	**$ 199,689,772**

TABLE 1D - PAGE 2
COMBINED CITY & COUNTY OF BROOMFIELD
TOTAL BUDGET SUMMARY BY FUND

Fund	Budget 2015 Beginning Fund Balance	Revenues	Total Sources	Expenditures	Ending Fund Balance
City and County Funds					
City General Fund	$ 876,982	$ 49,007,691	$ 49,884,673	$ 49,588,146	$ 296,527
County General Fund	1,037,789	25,798,858	26,836,647	26,742,897	93,750
Recreation Fund	-	5,950,280	5,950,280	5,950,280	-
Street Maintenance Fund	-	4,294,458	4,294,458	4,294,458	-
Library Fund	-	2,326,360	2,326,360	2,326,360	-
Facility Maintenance Fund	-	4,080,876	4,080,876	4,080,876	-
Cemetery Fund	-	162,362	162,362	162,362	-
Lodging Tax Fund	-	500,000	500,000	500,000	-
Human Service Fund	1,577,235	13,396,960	14,974,195	14,084,078	890,117
Total Governmental Operating Funds	**$ 3,492,006**	**$ 105,517,845**	**$ 109,009,851**	**$ 107,729,457**	**$ 1,280,394**
Sales & Use Tax Capital Improvements Fund	$ 3,788,935	$ 24,163,153	$ 27,952,088	$ 27,785,686	$ 166,402
Asset Replacement Fund	733,474	7,540,004	8,273,478	8,218,982	54,496
Conservation Trust Fund	397,815	638,600	1,036,415	653,000	383,415
Open Space & Parks Capital Fund	3,050,662	3,775,008	6,825,670	5,167,188	1,658,482
Services Expansion Fee Capital Fund	5,735,943	2,002,100	7,738,043	795,550	6,942,493
Development Agreement Fund	1,559,734	9,295,444	10,855,178	9,137,479	1,717,699
Total Governmental Capital Funds	**$ 15,266,563**	**$ 47,414,309**	**$ 62,680,872**	**$ 51,757,885**	**$ 10,922,987**
Governmental Debt Service Fund	**$ 148,198**	**$ 7,634,476**	**$ 7,782,674**	**$ 7,625,976**	**$ 156,698**
Total Governmental Funds	**$ 18,906,767**	**$ 160,566,630**	**$ 179,473,397**	**$ 167,113,318**	**$ 12,360,079**
Water Fund	$ 50,436,207	$ 33,194,938	$ 83,631,145	$ 47,769,934	$ 35,861,211
Sewer Fund	23,634,910	26,406,668	50,041,578	16,783,282	33,258,296
Water Reclamation Fund	3,694,790	3,339,830	7,034,620	4,410,392	2,624,228
Total Utility Funds	**$ 77,765,907**	**$ 62,941,436**	**$ 140,707,343**	**$ 68,963,608**	**$ 71,743,735**
Employee Medical Care Fund	$ 1,969,623	$ 7,316,729	$ 9,286,352	$ 7,644,614	$ 1,641,738
Employee Defined Benefit Pension Fund	9,167,255	1,624,873	10,792,128	988,157	9,803,971
Employee Money Purchase Pension Fund	51,226,377	5,967,968	57,194,345	2,082,228	55,112,117
Police Defined Benefit Pension Fund	19,406	76,500	95,906	79,178	16,728
Police Money Purchase Pension Fund	40,140,955	4,391,455	44,532,410	1,098,144	43,434,266
Retiree Health Insurance Plan	493,482	532,737	1,026,219	41,000	985,219
Total Benefit Funds	**$ 103,017,098**	**$ 19,910,262**	**$ 122,927,360**	**$ 11,933,321**	**$ 110,994,039**
Total City and County Funds	**$ 199,689,772**	**$ 243,418,328**	**$ 443,108,100**	**$ 248,010,247**	**$ 195,097,853**

TABLE 2A
CITY AND COUNTY OF BROOMFIELD
REVENUE - MILL LEVIES AND PROPERTY TAX

BROOMFIELD'S ASSESSED VALUATION						
					Budget % Chg	
Assessed Valuation By County Area of City	Amended 2013	Original Budget 2014	Revised Estimate 2014	Budget 2015	14 Original 2015	14 Revised 2015
City & County of Broomfield	$ 986,596,392	$ 1,113,082,850	$ 1,101,245,714	$ 1,084,088,954	-2.60%	-1.56%
Total	$ 986,596,392	$ 1,113,082,850	$ 1,101,245,714	$ 1,084,088,954	-2.60%	-1.56%

CITY OF BROOMFIELD - MILL LEVIES & PROPERTY TAX REVENUE						
					Budget % Chg	
Budget Fund	Amended 2013	Original Budget 2014	Revised Estimate 2014	Budget 2015	14 Original 2015	14 Revised 2015
General Fund						
Mill Levy	5.321	5.321	5.321	5.321	NA	NA
Property Tax Revenue	$ 5,249,679	$ 5,922,714	$ 5,859,728	$ 5,768,437	-2.60%	-1.56%
Allocated to Development Agreement Fund	114,345	20,074	35,655	40,260	100.56%	12.92%
General Fund Net Property Tax Revenue	$ 5,135,334	$ 5,902,640	$ 5,824,073	$ 5,728,177	-2.96%	-1.65%
Library Fund						
Mill Levy	1.941	1.941	1.941	1.941	NA	NA
Property Tax Revenue	$ 1,914,984	$ 2,160,494	$ 2,137,518	$ 2,104,217	-2.60%	-1.56%
Street Fund						
Mill Levy	0.695	0.695	0.695	0.695	NA	NA
Property Tax Revenue	$ 685,684	$ 773,593	$ 765,366	$ 753,442	-2.60%	-1.56%
Capital Improvements Fund - General						
Mill Levy	3.000	3.000	3.000	3.000	NA	NA
Property Tax Revenue	$ 2,959,789	$ 3,339,249	$ 3,303,737	$ 3,252,267	-2.60%	-1.56%
Capital Improvements Fund - Facilities Reserve						
Mill Levy	0.500	0.500	0.500	0.500	NA	NA
Property Tax Revenue	$ 493,298	$ 556,541	$ 550,623	$ 542,044	-2.60%	-1.56%
City of Broomfield Total - All Funds						
Mill Levy	**11.457**	**11.457**	**11.457**	**11.457**	**NA**	**NA**
Property Tax Revenue	**$ 11,303,434**	**$ 12,752,591**	**$ 12,616,972**	**$ 12,420,407**	**-2.60%**	**-1.56%**

COUNTY OF BROOMFIELD - MILL LEVIES & PROPERTY TAX REVENUE						
					Budget % Chg	
Budget Fund	Amended 2013	Original Budget 2014	Revised Estimate 2014	Budget 2015	14 Original 2015	14 Revised 2015
General Fund						
Mill Levy	13.031	13.031	13.031	13.031	NA	NA
Property Tax Revenue	$ 12,856,338	$ 14,504,583	$ 14,350,333	$ 14,126,763	-2.60%	-1.56%
Public Health						
Mill Levy	1.230	1.230	1.230	1.230	NA	NA
Property Tax Revenue	$ 1,213,514	$ 1,369,092	$ 1,354,532	$ 1,333,429	-2.60%	-1.56%
Facilities Reserve						
Mill Levy	1.000	1.000	1.000	1.000	NA	NA
Property Tax Revenue	$ 986,596	$ 1,113,083	$ 1,101,246	$ 1,084,089	-2.60%	-1.56%
Human Services Fund						
Mill Levy	1.245	1.245	1.245	1.245	NA	NA
Property Tax Revenue	$ 1,228,313	$ 1,385,688	$ 1,371,051	$ 1,349,591	-2.60%	-1.57%
Developmentally Disabled & Mental Health						
Mill Levy	1.005	1.005	1.005	1.005	NA	NA
Property Tax Revenue	$ 991,529	$ 1,118,748	$ 1,106,752	$ 1,089,609	-2.60%	-1.55%
Total - All Funds						
Mill Levy	**17.511**	**17.511**	**17.511**	**17.511**	**NA**	**NA**
Property Tax Revenue	**$ 17,276,290**	**$ 19,491,194**	**$ 19,283,914**	**$ 18,983,481**	**-2.60%**	**-1.56%**

COMBINED CITY AND COUNTY OF BROOMFIELD - MILL LEVIES & PROPERTY TAX REVENUE						
					Budget % Chg	
City/County	Amended 2013	Original Budget 2014	Estimate 2014	Budget 2015	14 Original 2015	14 Revised 2015
City of Broomfield						
Mill Levy	11.457	11.457	11.457	11.457	NA	NA
Property Tax Revenue	$ 11,303,434	$ 12,752,591	$ 12,616,972	$ 12,420,407	-2.60%	-1.56%
County of Broomfield						
Mill Levy	17.511	17.511	17.511	17.511	NA	NA
Property Tax Revenue	$ 17,276,290	$ 19,491,194	$ 19,283,914	$ 18,983,481	-2.60%	-1.56%
Total - City & County of Broomfield						
Mill Levy	**28.968**	**28.968**	**28.968**	**28.968**	**NA**	**NA**
Property Tax Revenue	**$ 28,579,724**	**$ 32,243,785**	**$ 31,900,886**	**$ 31,403,888**	**-2.60%**	**-1.56%**

TABLE 2B
CITY AND COUNTY BUDGET SUMMARY
REVENUE - SUMMARY SOURCES OF FUNDS WITH BEGINNING BALANCES

Sources of Funds	Actual 2013	Original Budget 2014	Revised Estimate 2014	Budget 2015	Budget % Chg 14 Original 2015	Budget % Chg 14 Revised 2015
City of Broomfield						
Beginning Balance	**$ 203,628,702**	**$ 178,728,448**	**$ 237,219,499**	**$ 197,074,748**	**10.26%**	**-16.92%**
Revenues						
Taxes	$ 68,761,993	$ 71,914,482	$ 72,665,410	$ 73,619,978	2.37%	1.31%
Licenses & Permits	2,237,879	2,694,810	2,575,618	2,635,194	-2.21%	2.31%
Intergovernmental Revenue	4,728,699	3,424,110	7,838,704	3,406,683	-0.51%	-56.54%
Charges for Services	60,198,938	68,765,931	67,399,750	68,482,673	-0.41%	1.61%
Contributions & Project Participations	33,531	2,125,985	4,132,735	-	-100.00%	-100.00%
Fines & Forfeits	1,439,623	689,500	1,087,629	1,035,500	50.18%	-4.79%
Interest Earnings & Misc Revenue	18,223,317	8,404,450	8,455,909	7,147,049	-14.96%	-15.48%
Fiduciary Funds - Contributions	11,900,389	12,448,648	13,479,489	14,983,963	20.37%	11.16%
Transfers from Fund Reserves	1,975,084	14,620,000	17,938,816	2,700,100	-81.53%	-84.95%
Interfund Activities	32,019,612	29,560,579	35,230,994	30,211,370	2.20%	-14.25%
Total Revenues	**$ 201,519,065**	**$ 214,648,495**	**$ 230,805,054**	**$ 204,222,510**	**-4.86%**	**-11.52%**
Total Sources of Funds	**$ 405,147,767**	**$ 393,376,943**	**$ 468,024,553**	**$ 401,297,258**	**2.01%**	**-14.26%**
County of Broomfield						
Beginning Balance	**$ 6,807,123**	**$ 2,770,405**	**$ 4,424,749**	**$ 2,615,024**	**-5.61%**	**-40.90%**
Revenues						
Taxes	$ 23,596,616	$ 25,685,820	$ 25,557,171	$ 25,401,063	-1.11%	-0.61%
Licenses & Permits	56,284	71,290	73,800	51,800	-27.34%	-29.81%
Intergovernmental Revenue	9,084,876	10,727,740	10,226,406	10,295,519	-4.03%	0.68%
Charges for Services	2,354,379	2,226,280	2,221,655	2,262,260	1.62%	1.83%
Contributions & Project Participations	39,420	29,700	31,700	32,100	8.08%	1.26%
Interest Earnings & Misc Revenue	225,763	197,350	176,750	166,500	-15.63%	-5.80%
Interfund Activities	837,972	888,370	705,083	986,576	11.05%	39.92%
Total Revenues	**$ 36,195,310**	**$ 39,826,550**	**$ 38,992,565**	**$ 39,195,818**	**-1.58%**	**0.52%**
Total Sources of Funds	**$ 43,002,433**	**$ 42,596,955**	**$ 43,417,314**	**$ 41,810,842**	**-1.85%**	**-3.70%**
Combined City & County of Broomfield						
Beginning Balance	**$ 210,435,825**	**$ 181,498,853**	**$ 241,644,248**	**$ 199,689,772**	**10.02%**	**-17.36%**
Revenues						
Taxes	$ 92,358,609	$ 97,600,302	$ 98,222,581	$ 99,021,041	1.46%	0.81%
Licenses & Permits	2,294,163	2,766,100	2,649,418	2,686,994	-2.86%	1.42%
Intergovernmental Revenue	13,813,575	14,151,850	18,065,110	13,702,202	-3.18%	-24.15%
Charges for Services	62,553,317	70,992,211	69,621,405	70,744,933	-0.35%	1.61%
Contributions & Project Participations	72,951	2,155,685	4,164,435	32,100	-98.51%	-99.23%
Fines & Forfeits	1,439,623	689,500	1,087,629	1,035,500	50.18%	-4.79%
Interest Earnings & Misc Revenue	18,449,080	8,601,800	8,632,659	7,313,549	-14.98%	-15.28%
Fiduciary Funds - Contributions	11,900,389	12,448,648	13,479,489	14,983,963	20.37%	11.16%
Transfers from Fund Reserves	1,975,084	14,620,000	17,938,816	2,700,100	-81.53%	-84.95%
Interfund Activities	32,857,584	30,448,949	35,936,077	31,197,946	2.46%	-13.18%
Total Revenues	**$ 237,714,375**	**$ 254,475,045**	**$ 269,797,619**	**$ 243,418,328**	**-4.34%**	**-9.78%**
Total Sources of Funds	**$ 448,150,200**	**$ 435,973,898**	**$ 511,441,867**	**$ 443,108,100**	**1.64%**	**-13.36%**
Less Interfund Activities	$ 32,857,584	$ 30,448,949	$ 35,936,077	$ 31,197,946	2.46%	-13.18%
Net Total Sources of Funds	**$ 415,292,616**	**$ 405,524,949**	**$ 475,505,790**	**$ 411,910,154**	**1.57%**	**-13.37%**

TABLE 2C - PAGE 1
CITY AND COUNTY BUDGET SUMMARY
REVENUE - DETAIL SOURCES OF FUNDS WITH BEGINNING BALANCES

Sources of Funds	Actual 2013	Original Budget 2014	Revised Estimate 2014	Budget 2015	Budget % Chg 14 Original 2015	Budget % Chg 14 Revised 2015
Beginning Balance						
City	$ 203,628,702	$ 178,728,448	$ 237,219,499	$ 197,074,748	10.26%	-16.92%
County	6,807,123	2,770,405	4,424,749	2,615,024	-5.61%	-40.90%
Total	**$ 210,435,825**	**$ 181,498,853**	**$ 241,644,248**	**$ 199,689,772**	**10.02%**	**-17.36%**
Revenues						
Taxes						
Property Tax						
City	$ 11,250,402	$ 12,498,590	$ 12,365,960	$ 12,173,407	-2.60%	-1.56%
County	17,142,219	19,101,200	18,897,920	18,603,482	-2.61%	-1.56%
Total	$ 28,392,621	$ 31,599,790	$ 31,263,880	$ 30,776,889	-2.60%	-1.56%
Sales Tax						
City	$ 42,667,441	$ 43,876,345	$ 44,430,998	$ 45,016,860	2.60%	1.32%
County	4,551,219	4,680,150	4,739,283	4,802,907	2.62%	1.34%
Total	$ 47,218,660	$ 48,556,495	$ 49,170,281	$ 49,819,767	2.60%	1.32%
Use Tax - Building Materials						
City	$ 3,976,409	$ 4,403,651	$ 4,164,915	$ 4,431,324	0.63%	6.40%
County	424,150	469,720	444,258	472,675	0.63%	6.40%
Total	$ 4,400,559	$ 4,873,371	$ 4,609,173	$ 4,903,999	0.63%	6.40%
Audit Revenues - Sales and Building Use Tax						
City	$ 701,581	$ 501,567	$ 501,567	$ 402,717	-19.71%	-19.71%
County	74,836	53,500	53,500	42,956	-19.71%	-19.71%
Total	$ 776,417	$ 555,067	$ 555,067	$ 445,673	-19.71%	-19.71%
Use Tax - Vehicles						
City	$ 4,001,647	$ 3,953,309	$ 4,337,350	$ 4,518,070	14.29%	4.17%
County	427,676	421,690	462,650	481,930	14.29%	4.17%
Total	$ 4,429,323	$ 4,374,999	$ 4,800,000	$ 5,000,000	14.29%	4.17%
Specific Ownership Tax						
City	$ 638,857	$ 625,520	$ 625,520	$ 650,000	3.91%	3.91%
County	976,516	959,560	959,560	997,113	3.91%	3.91%
Total	$ 1,615,373	$ 1,585,080	$ 1,585,080	$ 1,647,113	3.91%	3.91%
Gas & Electricity Business Tax						
City	$ 2,391,705	$ 2,300,000	$ 2,560,000	$ 2,700,000	17.39%	5.47%
County	-	-	-	-	NA	NA
Total	$ 2,391,705	$ 2,300,000	$ 2,560,000	$ 2,700,000	17.39%	5.47%
Services Expansion Fee (Excise Tax)						
City	$ 1,493,998	$ 2,131,500	$ 1,977,100	$ 1,960,600	-8.02%	-0.83%
County	-	-	-	-	NA	NA
Total	$ 1,493,998	$ 2,131,500	$ 1,977,100	$ 1,960,600	-8.02%	-0.83%
Cable Television Business Tax						
City	$ 701,276	$ 717,000	$ 723,000	$ 760,000	6.00%	5.12%
County	-	-	-	-	NA	NA
Total	$ 701,276	$ 717,000	$ 723,000	$ 760,000	6.00%	5.12%
Telephone Business Tax						
City	$ 151,722	$ 150,000	$ 152,000	$ 155,000	3.33%	1.97%
County	-	-	-	-	NA	NA
Total	$ 151,722	$ 150,000	$ 152,000	$ 155,000	3.33%	1.97%
Tobacco Products Tax						
City	$ 168,778	$ 182,000	$ 182,000	$ 182,000	NA	NA
County	-	-	-	-	NA	NA
Total	$ 168,778	$ 182,000	$ 182,000	$ 182,000	NA	NA
Severance Tax						
City	$ 71,256	$ -	$ 70,000	$ 70,000	100.00%	NA
County	-	-	-	-	NA	NA
Total	$ 71,256	$ -	$ 70,000	$ 70,000	100.00%	NA
Lodging Tax						
City	$ 480,205	$ 475,000	$ 475,000	$ 500,000	5.26%	5.26%
County	-	-	-	-	NA	NA
Total	$ 480,205	$ 475,000	$ 475,000	$ 500,000	5.26%	5.26%
Penalties & Int. on Delinquent Taxes						
City	$ 66,716	$ 100,000	$ 100,000	$ 100,000	NA	NA
County	-	-	-	-	NA	NA
Total	$ 66,716	$ 100,000	$ 100,000	$ 100,000	NA	NA
Total Taxes						
Total City	$ 68,761,993	$ 71,914,482	$ 72,665,410	$ 73,619,978	2.37%	1.31%
Total County	23,596,616	25,685,820	25,557,171	25,401,063	-1.11%	-0.61%
Total City & County	**$ 92,358,609**	**$ 97,600,302**	**$ 98,222,581**	**$ 99,021,041**	**1.46%**	**0.81%**

Table 2C is continued on the next page.

TABLE 2C - PAGE 2
CITY AND COUNTY BUDGET SUMMARY
REVENUE - DETAIL SOURCES OF FUNDS WITH BEGINNING BALANCES

Sources of Funds	Actual 2013	Original Budget 2014	Revised Estimate 2014	Budget 2015	Budget % Chg 14 Original 2015	Budget % Chg 14 Revised 2015
Licenses & Permits						
Building Permits						
City	$ 1,907,878	$ 2,427,310	$ 2,287,918	$ 2,358,394	-2.84%	3.08%
County	-	-	-	-	NA	NA
Total	$ 1,907,878	$ 2,427,310	$ 2,287,918	$ 2,358,394	-2.84%	3.08%
Other Licenses & Permits						
City	$ 330,001	$ 267,500	$ 287,700	$ 276,800	3.48%	-3.79%
County	56,284	71,290	73,800	51,800	-27.34%	-29.81%
Total	$ 386,285	$ 338,790	$ 361,500	$ 328,600	-3.01%	-9.10%
Total Licenses & Permits						
City	$ 2,237,879	$ 2,694,810	$ 2,575,618	$ 2,635,194	-2.21%	2.31%
County	56,284	71,290	73,800	51,800	-27.34%	-29.81%
Total	**$ 2,294,163**	**$ 2,766,100**	**$ 2,649,418**	**$ 2,686,994**	**-2.86%**	**1.42%**
Intergovernmental Revenues						
Highway Users' Tax Fund						
City	$ 1,795,918	$ 1,800,000	$ 1,800,000	$ 1,800,000	NA	NA
County	-	-	-	-	NA	NA
Total	$ 1,795,918	$ 1,800,000	$ 1,800,000	$ 1,800,000	NA	NA
Human Services Funding						
City	$ -	$ -	$ -	$ -	NA	NA
County	8,422,523	10,182,340	9,503,051	9,683,121	-4.90%	1.89%
Total	$ 8,422,523	$ 10,182,340	$ 9,503,051	$ 9,683,121	-4.90%	1.89%
Conservation Trust Fund						
City	$ 619,735	$ 630,000	$ 630,000	$ 630,000	NA	NA
County	-	-	-	-	NA	NA
Total	$ 619,735	$ 630,000	$ 630,000	$ 630,000	NA	NA
Other Intergovernmental Revenues						
City	$ 2,313,046	$ 994,110	$ 5,408,704	$ 976,683	-1.75%	-81.94%
County	662,353	545,400	723,355	612,398	12.28%	-15.34%
Total	$ 2,975,399	$ 1,539,510	$ 6,132,059	$ 1,589,081	3.22%	-74.09%
Total Intergovernmental Revenues						
City	$ 4,728,699	$ 3,424,110	$ 7,838,704	$ 3,406,683	-0.51%	-56.54%
County	9,084,876	10,727,740	10,226,406	10,295,519	-4.03%	0.68%
Total	**$ 13,813,575**	**$ 14,151,850**	**$ 18,065,110**	**$ 13,702,202**	**-3.18%**	**-24.15%**
Charges for Services						
City						
Recreation Facility & Program Revenues	$ 4,934,506	$ 4,752,856	$ 4,821,356	$ 5,042,212	6.09%	4.58%
Water Sales	13,216,667	14,892,166	13,745,333	14,020,240	-5.85%	2.00%
Water Tap & License Fees	14,835,663	19,022,093	19,022,093	18,188,801	-4.38%	-4.38%
Water Meter Fees	215,362	326,589	326,589	311,966	-4.48%	-4.48%
Sewer Service Charges	5,879,714	5,517,190	5,517,190	5,627,533	2.00%	2.00%
Sewer Tap & License Fees	12,652,246	15,084,929	15,084,929	16,774,240	11.20%	11.20%
Reuse Water Sales	1,217,798	1,647,408	1,347,408	1,397,730	-15.16%	3.73%
Reuse Water Tap & License Fees	1,992,876	1,810,587	1,810,587	1,796,200	-0.79%	-0.79%
Other Charges for Services	5,254,106	5,712,113	5,724,265	5,323,751	-6.80%	-7.00%
City Total	$ 60,198,938	$ 68,765,931	$ 67,399,750	$ 68,482,673	-0.41%	1.61%
County						
Recording Fees	$ 620,193	$ 525,000	$ 525,000	$ 535,000	1.90%	1.90%
Vendor Collection Fees	-	-	-	-	NA	NA
Senior Programs	140,588	138,000	140,000	141,000	2.17%	0.71%
Other Charges for Services	1,593,598	1,563,280	1,556,655	1,586,260	1.47%	1.90%
County Total	$ 2,354,379	$ 2,226,280	$ 2,221,655	$ 2,262,260	1.62%	1.83%
Total Charges for Services						
City	$ 60,198,938	$ 68,765,931	$ 67,399,750	$ 68,482,673	-0.41%	1.61%
County	2,354,379	2,226,280	2,221,655	2,262,260	1.62%	1.83%
Total	**$ 62,553,317**	**$ 70,992,211**	**$ 69,621,405**	**$ 70,744,933**	**-0.35%**	**1.61%**

Table 2C is continued on the next page.

TABLE 2C - PAGE 3
CITY AND COUNTY BUDGET SUMMARY
REVENUE - DETAIL SOURCES OF FUNDS WITH BEGINNING BALANCES

Sources of Funds	Actual 2013	Original Budget 2014	Revised Estimate 2014	Budget 2015	Budget % Chg 14 Original 2015	Budget % Chg 14 Revised 2015
Contributions & Project Participations						
City						
Development Agreements Fund	$ -	$ -	$ -	$ -	NA	NA
Water Fund	-	-	-	-	NA	NA
Sewer Fund	-	-	-	-	NA	NA
Water Reclamation Fund	-	-	-	-	NA	NA
Other Contributions & Participations	33,531	2,125,985	4,132,735	-	-100.00%	-100.00%
City Total	$ 33,531	$ 2,125,985	$ 4,132,735	$ -	-100.00%	-100.00%
County						
Other Contributions & Participations	$ 39,420	$ 29,700	$ 31,700	$ 32,100	8.08%	1.26%
County Total	$ 39,420	$ 29,700	$ 31,700	$ 32,100	8.08%	1.26%
Total Contributions & Project Part.						
City	$ 33,531	$ 2,125,985	$ 4,132,735	$ -	-100.00%	-100.00%
County	39,420	29,700	31,700	32,100	8.08%	1.26%
Total	**$ 72,951**	**$ 2,155,685**	**$ 4,164,435**	**$ 32,100**	**-98.51%**	**-99.23%**
Fines & Forfeits						
City	$ 1,439,623	$ 689,500	$ 1,087,629	$ 1,035,500	50.18%	-4.79%
County	-	-	-	-	NA	NA
Total	**$ 1,439,623**	**$ 689,500**	**$ 1,087,629**	**$ 1,035,500**	**50.18%**	**-4.79%**
Interest Earnings & Misc Revenues						
City	$ 18,223,317	$ 8,404,450	$ 8,455,909	$ 7,147,049	-14.96%	-15.48%
County	225,763	197,350	176,750	166,500	-15.63%	-5.80%
Total	**$ 18,449,080**	**$ 8,601,800**	**$ 8,632,659**	**$ 7,313,549**	**-14.98%**	**-15.28%**
Fiduciary Plan Contributions						
City	$ 11,900,389	$ 12,448,648	$ 13,479,489	$ 14,983,963	20.37%	11.16%
County	-	-	-	-	NA	NA
Total	**$ 11,900,389**	**$ 12,448,648**	**$ 13,479,489**	**$ 14,983,963**	**20.37%**	**11.16%**
Transfers from Fund Reserves						
City	$ 1,975,084	$ 14,620,000	$ 17,938,816	$ 2,700,100	-81.53%	-84.95%
County	-	-	-	-	NA	NA
Total	**$ 1,975,084**	**$ 14,620,000**	**$ 17,938,816**	**$ 2,700,100**	**-81.53%**	**-84.95%**
Interfund Activities						
City	$ 32,019,612	$ 29,560,579	$ 35,230,994	$ 30,211,370	2.20%	-14.25%
County	837,972	888,370	705,083	986,576	11.05%	39.92%
Total	**$ 32,857,584**	**$ 30,448,949**	**$ 35,936,077**	**$ 31,197,946**	**2.46%**	**-13.18%**
Total Revenues						
Total City	$ 201,519,065	$ 214,648,495	$ 230,805,054	$ 204,222,510	-4.86%	-11.52%
Total County	36,195,310	39,826,550	38,992,565	39,195,818	-1.58%	0.52%
Total City & County	**$ 237,714,375**	**$ 254,475,045**	**$ 269,797,619**	**$ 243,418,328**	**-4.34%**	**-9.78%**
Total Sources of Funds						
(Beginning Balance Plus Revenues)						
Total City	$ 405,147,767	$ 393,376,943	$ 468,024,553	$ 401,297,258	2.01%	-14.26%
Total County	43,002,433	42,596,955	43,417,314	41,810,842	-1.85%	-3.70%
Total City & County	**$ 448,150,200**	**$ 435,973,898**	**$ 511,441,867**	**$ 443,108,100**	**1.64%**	**-13.36%**
Less Interfund Activities	**$ 32,857,584**	**$ 30,448,949**	**$ 35,936,077**	**$ 31,197,946**	**2.46%**	**-13.18%**
Net Total City & County Sources of Funds	**$ 415,292,616**	**$ 405,524,949**	**$ 475,505,790**	**$ 411,910,154**	**1.57%**	**-13.37%**

TABLE 3A
CITY AND COUNTY OF BROOMFIELD TOTAL BUDGET
EXPENDITURE - SUMMARY BY FUND

City of Broomfield Budget	Actual 2013	Original Budget 2014	Revised Estimate 2014	Budget 2015	Budget % Chg 14 Original 2015	Budget % Chg 14 Revised 2015
Budget Fund						
General Fund	$ 47,119,209	$ 47,678,329	$ 51,900,119	$ 49,588,146	4.01%	-4.45%
Recreation Fund	5,395,406	5,845,338	5,843,828	5,950,280	1.80%	1.82%
Street Fund	3,924,684	4,242,071	4,192,579	4,294,458	1.23%	2.43%
Library Fund	2,167,833	2,228,913	2,252,085	2,326,360	4.37%	3.30%
Facilities Maintenance Fund	3,754,784	3,794,640	3,829,608	4,080,876	7.54%	6.56%
Cemetery Fund	165,431	165,960	165,960	162,362	-2.17%	-2.17%
Lodging Tax Fund	480,205	475,000	475,000	500,000	5.26%	5.26%
Capital Improvements Fund	20,908,963	41,412,319	70,488,480	27,785,686	-32.90%	-60.58%
Asset Replacement & Refurbishment Fund	5,884,057	8,512,950	10,572,821	8,218,982	-3.45%	-22.26%
Conservation Trust Fund	498,010	1,065,000	1,632,662	653,000	-38.69%	-60.00%
Open Space and Parks Fund	3,684,866	6,484,886	5,971,554	5,167,188	-20.32%	-13.47%
Services Expansion Fee Fund	468,915	780,000	2,396,460	795,550	1.99%	-66.80%
Development Agreements Fund	12,250,098	11,383,471	12,082,269	9,137,479	-19.73%	-24.37%
Governmental Debt Service Fund	7,507,813	7,623,670	7,623,070	7,625,976	0.03%	0.04%
Water Fund	19,562,039	33,330,912	40,290,329	47,769,934	43.32%	18.56%
Sewer Fund	19,741,382	18,930,068	34,569,852	16,783,282	-11.34%	-51.45%
Water Reclamation Fund	2,568,304	2,967,099	3,965,870	4,410,392	48.64%	11.21%
Employee Medical Care Fund	6,090,263	6,300,470	6,410,904	7,644,614	21.33%	19.24%
Employee Defined Benefit Retirement Fund	1,207,951	835,328	1,754,609	988,157	18.30%	-43.68%
Employee Money Purchase Retirement Fund	1,862,004	1,595,440	3,149,895	2,082,228	30.51%	-33.90%
Police Defined Benefit Pension Fund	74,005	79,953	78,925	79,178	-0.97%	0.32%
Police Money Purchase Pension Fund	2,612,046	747,170	1,283,497	1,098,144	46.97%	-14.44%
Retiree Health Insurance Plan	-	-	19,430	41,000	100.00%	111.01%
Total	**$ 167,928,268**	**$ 206,478,987**	**$ 270,949,806**	**$ 207,183,272**	**0.34%**	**-23.53%**
Less Interfund Activities and Additions to Reserves						
Interfund Transfers & Advances (see Table 3C)	$ 23,004,502	$ 22,440,488	$ 26,656,075	$ 22,254,762	-0.83%	-16.51%
Additions to Reserves	6,401,948	6,915,659	7,109,979	8,821,033	27.55%	24.07%
Total Less Interfund Activities and Additions to Reserves	**$ 138,521,818**	**$ 177,122,840**	**$ 237,183,752**	**$ 176,107,477**	**-0.57%**	**-25.75%**

County of Broomfield Budget	Actual 2013	Original Budget 2014	Revised Estimate 2014	Budget 2015	Budget % Chg 14 Original 2015	Budget % Chg 14 Revised 2015
Budget Fund						
General Fund	$ 26,462,418	$ 25,565,772	$ 26,911,248	$ 26,742,897	4.60%	-0.63%
Human Services Fund	12,115,266	14,881,337	13,891,042	14,084,078	-5.36%	1.39%
Total	**$ 38,577,684**	**$ 40,447,109**	**$ 40,802,290**	**$ 40,826,975**	**0.94%**	**0.06%**
Less Interfund Activities and Additions to Reserves						
Interfund Fund Transfers (See Table 3C)	$ 9,853,082	$ 8,008,461	$ 9,280,002	$ 8,943,184	11.67%	-3.63%
Additions to Reserves	47,510	-	8,000	8,000	100.00%	NA
Total Less Interfund Activities and Additions to Reserves	**$ 28,772,112**	**$ 32,438,648**	**$ 31,530,288**	**$ 31,891,791**	**-1.69%**	**1.15%**

Combined City & County of Broomfield Budget	Actual 2013	Original Budget 2014	Revised Estimate 2014	Budget 2015	Budget % Chg 14 Original 2015	Budget % Chg 14 Revised 2015
City of Broomfield Budget	$ 167,928,268	$ 206,478,987	$ 270,949,806	$ 207,183,272	0.34%	-23.53%
County of Broomfield Budget	38,577,684	40,447,109	40,802,290	40,826,975	0.94%	0.06%
Total City and County Budget	**$ 206,505,952**	**$ 246,926,096**	**$ 311,752,096**	**$ 248,010,247**	**0.44%**	**-20.45%**
Less Interfund Activities and Additions to Reserves						
City - Interfund Activities and Additions to Reserves	29,406,450	29,356,147	33,766,054	31,075,795	5.86%	-7.97%
County - Interfund Activities and Additions to Reserves	9,900,592	8,008,461	9,288,002	8,951,184	11.77%	-3.63%
Total Interfund Activities and Additions to Reserves	**$ 39,307,042**	**$ 37,364,608**	**$ 43,054,056**	**$ 40,026,979**	**7.13%**	**-7.03%**
Total Budget Expenditures Less Interfund Activities and Additions to Reserves	**$ 167,198,910**	**$ 209,561,488**	**$ 268,698,040**	**$ 207,983,268**	**-0.75%**	**-22.60%**

TABLE 3B PAGE 1
CITY OF BROOMFIELD TOTAL BUDGET
EXPENDITURE - SUMMARY BY FUNCTION

Function	Actual 2013	Original Budget 2014	Revised Estimate 2014	Budget 2015	Budget % Chg 14 Original 2015	Budget % Chg 14 Revised 2015
Legislative	$ 206,370	$ 263,650	$ 259,575	$ 281,870	6.91%	8.59%
City and County Attorney	480,240	418,210	424,563	399,414	-4.49%	-5.92%
City and County Manager	1,178,588	1,254,500	1,482,393	1,437,307	14.57%	-3.04%
Clerk and Recorder	328,357	315,190	322,652	373,091	18.37%	15.63%
Combined Courts	404,940	414,790	420,077	421,145	1.53%	0.25%
Human Resources	727,266	765,280	848,795	816,218	6.66%	-3.84%
Communications	738,759	697,460	633,890	675,836	-3.10%	6.62%
Information Technology	2,880,527	3,298,280	3,280,528	3,233,804	-1.95%	-1.42%
Community Development	3,709,570	4,114,160	4,186,950	4,122,815	0.21%	-1.53%
Finance	2,968,005	3,205,394	3,230,382	3,409,728	6.37%	5.55%
Economic Development	236,464	262,030	264,100	321,476	22.69%	21.73%
Internal Audit	155,691	155,630	176,861	152,746	-1.85%	-13.64%
Broomfield Improvement Team	-	-	9,500	9,080	100.00%	-4.42%
Public Safety	13,783,581	14,170,860	14,309,310	14,407,792	1.67%	0.69%
Public Works						
Administration	350,212	345,170	369,938	229,698	-33.45%	-37.91%
Fleet Maintenance	1,511,349	1,642,090	1,596,906	1,649,040	0.42%	3.26%
Park Maintenance	5,575,182	6,488,050	6,548,849	6,832,681	5.31%	4.33%
Solid Waste and Recycling	253,145	297,790	297,790	337,836	13.45%	13.45%
Facilities Maintenance	3,754,784	3,794,640	3,829,608	4,080,876	7.54%	6.56%
Street Maintenance	3,924,684	4,242,071	4,192,579	4,294,458	1.23%	2.43%
Cemetery Maintenance	163,563	161,960	161,960	158,362	-2.22%	-2.22%
Water Operations	11,598,718	15,835,962	17,935,486	15,777,242	-0.37%	-12.03%
Sewer Operations	5,449,916	6,798,815	10,119,762	7,193,561	5.81%	-28.92%
Reuse Water Operations	849,350	917,234	1,428,199	1,023,622	11.60%	-28.33%
Community Resources						
Cultural Affairs	334,801	316,410	324,116	384,606	21.55%	18.66%
Museums	67,075	68,430	69,659	86,480	26.38%	24.15%
Open Space and Trails - Administration	250,615	250,620	254,024	259,702	3.62%	2.24%
Recreation Services	4,477,500	4,900,838	4,896,038	4,928,460	0.56%	0.66%
Library	2,167,833	2,228,913	2,252,085	2,326,360	4.37%	3.30%
Cemetery	1,868	4,000	4,000	4,000	NA	NA
Non Departmental [1]	12,072,987	10,613,819	14,134,329	11,413,748	7.54%	-19.25%
Sub-Total Operating Budget	$ 80,601,940	$ 88,242,246	$ 98,264,904	$ 91,043,054	3.17%	-7.35%
Capital Improvements (including transfers)	$ 46,751,861	$ 79,274,311	$ 130,390,260	$ 72,891,031	-8.05%	-44.10%
Lease/Purchase Payments	5,593,354	5,609,420	5,609,420	5,612,744	0.06%	0.06%
Debt Service - Bonds	16,732,896	16,878,990	16,877,983	16,882,089	0.02%	0.02%
Fiduciary Fund	11,846,269	9,558,361	12,697,260	11,933,321	24.85%	-6.02%
Addition to Reserves	6,401,948	6,915,659	7,109,979	8,821,033	27.55%	24.07%
Total Expenditures by Function	**$ 167,928,268**	**$ 206,478,987**	**$ 270,949,806**	**$ 207,183,272**	**0.34%**	**-23.53%**
Less Interfund Activities and Additions to Reserves	29,406,450	29,356,147	33,766,054	31,075,795	5.86%	-7.97%
Total Budget Expenditures less Interfund Activities and Additions to Reserves	**$ 138,521,818**	**$ 177,122,840**	**$ 237,183,752**	**$ 176,107,477**	**-0.57%**	**-25.75%**

Table 3B is continued on the next page.

1 Includes transfers, contributions and participations, and contingencies.

TABLE 3B PAGE 2
COUNTY OF BROOMFIELD TOTAL BUDGET
EXPENDITURE - SUMMARY BY FUNCTION

Function	Actual 2013	Original Budget 2014	Revised Estimate 2014	Budget 2015	Budget % Chg 14 Original 2015	Budget % Chg 14 Revised 2015
City and County Attorney	$ 170,884	$ 164,600	$ 167,108	$ 170,968	3.87%	2.31%
Clerk and Recorder	395,771	404,030	295,550	297,631	-26.33%	0.70%
Elections	249,799	368,880	488,310	364,317	-1.24%	-25.39%
Motor Vehicle	465,931	514,500	521,938	513,921	-0.11%	-1.54%
Combined Courts- 17th District	1,586,150	1,604,900	1,604,900	1,722,143	7.31%	7.31%
Community Development	139,593	139,250	141,210	138,661	-0.42%	-1.81%
Finance	621,395	637,020	642,746	644,271	1.14%	0.24%
Assessor	624,932	615,640	622,728	764,655	24.20%	22.79%
Public Safety	7,595,671	8,178,810	8,262,876	8,246,124	0.82%	-0.20%
Human Services	10,351,584	12,968,647	11,882,732	12,078,098	-6.87%	1.64%
Public Health Services	1,768,943	2,076,920	2,173,254	1,994,633	-3.96%	-8.22%
Workforce Center	904,830	968,680	974,039	1,023,445	5.65%	5.07%
Senior Services	858,852	944,010	1,034,271	982,535	4.08%	-5.00%
Non Departmental [1]	9,228,744	7,309,462	8,430,868	8,326,642	13.92%	-1.24%
Sub-Total Operating Budget	$ 34,963,079	$ 36,895,349	$ 37,242,530	$ 37,268,044	1.01%	0.07%
Capital Improvements	$ -	$ -	$ -	$ -	NA	NA
Lease/Purchase Payments	3,567,095	3,551,760	3,551,760	3,550,931	-0.02%	-0.02%
Debt Service - Bonds	-	-	-	-	NA	NA
Fiduciary Fund	-	-	-	-	NA	NA
Addition to Reserves	47,510	-	8,000	8,000	100.00%	NA
Total Expenditures by Function	**$ 38,577,684**	**$ 40,447,109**	**$ 40,802,290**	**$ 40,826,975**	**0.94%**	**0.06%**
Less Interfund Activities and Additions to Reserves	9,900,592	8,008,461	9,288,002	8,951,184	11.77%	-3.63%
Total Budget Expenditures less Interfund Activities and Additions to Reserves	**$ 28,677,092**	**$ 32,438,648**	**$ 31,514,288**	**$ 31,875,791**	**-1.74%**	**1.15%**

Table 3B is continued on the next page.

1 Includes transfers, contributions and participations, and contingencies.

TABLE 3B PAGE 3
CITY AND COUNTY OF BROOMFIELD TOTAL BUDGET
EXPENDITURE - SUMMARY BY FUNCTION

Function	Actual 2013	Original Budget 2014	Revised Estimate 2014	Budget 2015	Budget % Chg 14 Original 2015	Budget % Chg 14 Revised 2015
Legislative	$ 206,370	$ 263,650	$ 259,575	$ 281,870	6.91%	8.59%
City and County Attorney	651,124	582,810	591,671	570,382	-2.13%	-3.60%
City and County Manager	1,178,588	1,254,500	1,482,393	1,437,307	14.57%	-3.04%
Clerk and Recorder	1,439,858	1,602,600	1,628,450	1,548,960	-3.35%	-4.88%
Combined Courts	1,991,090	2,019,690	2,024,977	2,143,288	6.12%	5.84%
Human Resources	727,266	765,280	848,795	816,218	6.66%	-3.84%
Communications	738,759	697,460	633,890	675,836	-3.10%	6.62%
Information Technology	2,880,527	3,298,280	3,280,528	3,233,804	-1.95%	-1.42%
Community Development	3,849,163	4,253,410	4,328,160	4,261,476	0.19%	-1.54%
Public Works	33,430,903	40,523,782	46,481,077	41,577,376	2.60%	-10.55%
Finance	3,589,400	3,842,414	3,873,128	4,053,999	5.51%	4.67%
Community Resources	7,299,692	7,769,211	7,799,922	7,989,608	2.84%	2.43%
Economic Development	236,464	262,030	264,100	321,476	22.69%	21.73%
Internal Audit	155,691	155,630	176,861	152,746	-1.85%	-13.64%
Broomfield Improvement Team	-	-	9,500	9,080	100.00%	-4.42%
Assessor	624,932	615,640	622,728	764,655	24.20%	22.79%
Public Safety	21,379,252	22,349,670	22,572,186	22,653,916	1.36%	0.36%
Health and Human Services	13,884,209	16,958,257	16,064,296	16,078,711	-5.19%	0.09%
Non Departmental [1]	21,301,731	17,923,281	22,565,197	19,740,390	10.14%	-12.52%
Sub-Total Operating Budget	$ 115,565,019	$ 125,137,595	$ 135,507,434	$ 128,311,098	2.54%	-5.31%
Capital Improvements	$ 46,751,861	$ 79,274,311	$ 130,390,260	$ 72,891,031	-8.05%	-44.10%
Lease/Purchase Payments	9,160,449	9,161,180	9,161,180	9,163,675	0.03%	0.03%
Debt Service - Bonds	16,732,896	16,878,990	16,877,983	16,882,089	0.02%	0.02%
Fiduciary Fund	11,846,269	9,558,361	12,697,260	11,933,321	24.85%	-6.02%
Addition to Reserves	6,449,458	6,915,659	7,117,979	8,829,033	27.67%	24.04%
Total Expenditures by Function	$ 206,505,952	$ 246,926,096	$ 311,752,096	$ 248,010,247	0.44%	-20.45%
Less Interfund Activities and Additions to Reserves	39,307,042	37,364,608	43,054,056	40,026,979	7.13%	-7.03%
Total Budget Expenditures less Interfund Activities and Additions to Reserves	**$ 167,198,910**	**$ 209,561,488**	**$ 268,698,040**	**$ 207,983,268**	**-0.75%**	**-22.60%**

1 Includes transfers, contributions and participations, and contingencies.

TABLE 3C - PAGE1
CITY AND COUNTY OF BROOMFIELD TOTAL BUDGET
EXPENDITURE - SUMMARY INTERFUND ACTIVITIES (TRANSFERS AND ADVANCES)

Interfund Activities	Actual 2013	Original Budget 2014	Revised Estimate 2014	Budget 2015	Budget % Chg 14 Original 2015	Budget % Chg 14 Revised 2015
Contributing Funds (Transfers & Advances From)						
City of Broomfield Budget	$ 23,004,502	$ 22,440,488	$ 26,656,075	$ 22,254,762	-0.83%	-16.51%
County of Broomfield Budget	9,853,082	8,008,461	9,280,002	8,943,184	11.67%	-3.63%
Total Contributing Funds	**$ 32,857,584**	**$ 30,448,949**	**$ 35,936,077**	**$ 31,197,946**	**2.46%**	**-13.18%**
Receiving Funds (Transfers & Advances To)						
City of Broomfield Budget	$ 32,019,612	$ 29,560,579	$ 35,230,994	$ 30,211,370	2.20%	-14.25%
County of Broomfield Budget	837,972	888,370	705,083	986,576	11.05%	39.92%
Total Receiving Funds	**$ 32,857,584**	**$ 30,448,949**	**$ 35,936,077**	**$ 31,197,946**	**2.46%**	**-13.18%**

Table 3C is continued on the next page.

TABLE 3C - PAGE 2
CITY AND COUNTY OF BROOMFIELD TOTAL BUDGET
EXPENDITURE - DETAILS INTERFUND ACTIVITIES (TRANSFERS AND ADVANCES)

Interfund Activities		Actual 2013	Original Budget 2014	Revised Estimate 2014	Budget 2015	Budget % Chg 14 Original 2015	Budget % Chg 14 Revised 2015
Contributing Funds							
City of Broomfield Budget Interfund Transfers & Advances							
Fund From	**Fund To**						
Transfers							
General	Facilities Maintenance	$ 1,712,844	$ 1,715,390	$ 1,737,418	$ 1,837,196	7.10%	5.74%
General	Recreation	425,845	1,077,382	995,540	891,168	-17.28%	-10.48%
General	Library	177,750	25,823	46,047	156,243	505.05%	239.31%
General	Capital Improvements	7,000,000	4,000,000	8,000,000	4,500,000	12.50%	-43.75%
Unallocated Interest	Development Agreements	-	-	254,074	-	NA	-100.00%
Recreation	Facilities Maintenance	917,906	944,500	947,790	1,021,820	8.19%	7.81%
Lodging Tax	General	480,205	475,000	475,000	500,000	5.26%	5.26%
Capital Improvements	Debt Service	1,611,172	3,001,370	3,001,270	5,429,723	80.91%	80.91%
Capital Improvements	Open Space & Parks	-	1,381,083	1,381,083	125,000	-90.95%	-90.95%
Open Space & Parks	Debt Service	249,083	249,370	249,083	249,083	-0.12%	NA
Open Space & Parks	Capital Improvements	250,000	250,000	250,000	325,269	30.11%	30.11%
Open Space & Parks	Water Fund	-	-	-	49,731	100.00%	100.00%
Development Agreements	Capital Improvements	61,229	-	3,000	-	NA	-100.00%
Development Agreements	Debt Service	5,635,958	4,372,430	4,372,720	1,947,170	-55.47%	-55.47%
Development Agreements	General	72,510	-	-	-	NA	NA
SEF	Development Agreements	464,775	626,700	625,300	708,550	13.06%	13.31%
Water	General	1,383,723	1,547,180	1,547,180	1,661,370	7.38%	7.38%
Water	Facilities Maintenance	62,632	62,470	63,210	66,930	7.14%	5.89%
Sewer	General	968,606	1,083,030	1,083,030	1,162,960	7.38%	7.38%
Sewer	Facilities Maintenance	44,578	44,490	45,410	47,140	5.96%	3.81%
Water Reclamation	Sewer	1,401,963	1,407,080	1,407,080	1,401,317	-0.41%	-0.41%
Water Reclamation	General	83,023	92,830	92,830	99,680	7.38%	7.38%
Interfund Advances							
General Fund	Cemetery	700	84,360	79,010	74,412	-11.79%	-5.82%
Total City Budget Contributing Funds		**$ 23,004,502**	**$ 22,440,488**	**$ 26,656,075**	**$ 22,254,762**	**-0.83%**	**-16.51%**
County of Broomfield Budget Interfund Transfers & Advances							
Fund From	**Fund To**						
Interfund Transfers							
County General	City General	$ 2,236,678	$ 1,651,050	$ 1,651,050	$ 1,563,782	-5.29%	-5.29%
County General	Street	1,241,395	1,481,481	1,440,219	1,553,016	4.83%	7.83%
County General	CIP Assets Repl. & Refurb.	3,981,916	2,113,100	3,601,200	3,084,100	45.95%	-14.36%
County General	Facilities Maintenance	665,289	678,400	679,530	737,770	8.75%	8.57%
County General	County Human Services	837,972	888,370	705,083	986,576	11.05%	39.92%
County Human Services	Facilities Maintenance	351,535	349,390	356,250	370,020	5.90%	3.87%
County Human Services	CIP	200,000	500,000	500,000	300,000	-40.00%	-40.00%
County Human Services	City General - I.T.	338,297	346,670	346,670	347,920	0.36%	0.36%
Total County Budget Contributing Funds		**$ 9,853,082**	**$ 8,008,461**	**$ 9,280,002**	**$ 8,943,184**	**11.67%**	**-3.63%**
Total City & County Contributing Funds		**$ 32,857,584**	**$ 30,448,949**	**$ 35,936,077**	**$ 31,197,946**	**2.46%**	**-13.18%**

Table 3C is continued on the next page.

TABLE 3C - PAGE 3
CITY AND COUNTY OF BROOMFIELD TOTAL BUDGET
EXPENDITURE - DETAILS INTERFUND ACTIVITIES (TRANSFERS AND ADVANCES)

Interfund Activities		Actual 2013	Original Budget 2014	Revised Estimate 2014	Budget 2015	Budget % Chg 14 Original 2015	Budget % Chg 14 Revised 2015
Receiving Funds							
City of Broomfield Budget							
Fund To	**Fund From**						
Interfund Transfers							
Facilities Maintenance	City General	$ 1,712,844	$ 1,715,390	$ 1,737,418	$ 1,837,196	7.10%	5.74%
Facilities Maintenance	County General	665,289	678,400	679,530	737,770	8.75%	8.57%
Facilities Maintenance	County Human Services	351,535	349,390	356,250	370,020	5.90%	3.87%
Facilities Maintenance	Recreation	917,906	944,500	947,790	1,021,820	8.19%	7.81%
Facilities Maintenance	Sewer	44,578	44,490	45,410	47,140	5.96%	3.81%
Facilities Maintenance	Water	62,632	62,470	63,210	66,930	7.14%	5.89%
Recreation	City General	425,845	1,077,382	995,540	891,168	-17.28%	-10.48%
Library	City General	177,750	25,823	46,047	156,243	505.05%	239.31%
Street	County General	1,241,395	1,481,481	1,440,219	1,553,016	4.83%	7.83%
General	Lodging Tax	480,205	475,000	475,000	500,000	5.26%	5.26%
General	Development Agreements	72,510	-	-	-	NA	NA
General	Sewer	968,606	1,083,030	1,083,030	1,162,960	7.38%	7.38%
General	Water	1,383,723	1,547,180	1,547,180	1,661,370	7.38%	7.38%
General	Water Reclamation	83,023	92,830	92,830	99,680	7.38%	7.38%
General	County General	2,236,678	1,651,050	1,651,050	1,563,782	-5.29%	-5.29%
General	County Human Services	338,297	346,670	346,670	347,920	0.36%	0.36%
Capital Improvements	City General	7,000,000	4,000,000	8,000,000	4,500,000	12.50%	-43.75%
Capital Improvements	County General	3,981,916	2,113,100	3,601,200	3,084,100	45.95%	-14.36%
Capital Improvements	County Human Services	200,000	500,000	500,000	300,000	-40.00%	-40.00%
Capital Improvements	Development Agreements	61,229	-	3,000	-	NA	-100.00%
Capital Improvements	Open Space & Parks	250,000	250,000	250,000	325,269	30.11%	30.11%
Open Space & Parks	Capital Improvements	-	1,381,083	1,381,083	125,000	-90.95%	-90.95%
Development Agreements	SEF	464,775	626,700	625,300	708,550	13.06%	13.31%
Development Agreements	Unallocated Interest	-	-	254,074	-	NA	-100.00%
Debt Service	Capital Improvements	1,611,172	3,001,370	3,001,270	5,429,723	80.91%	80.91%
Debt Service	Open Space & Parks	249,083	249,370	249,083	249,083	-0.12%	NA
Debt Service	Development Agreements	5,635,958	4,372,430	4,372,720	1,947,170	-55.47%	-55.47%
Water Fund	Open Space & Parks	-	-	-	49,731	100.00%	100.00%
Sewer Fund	Water Reclamation	1,401,963	1,407,080	1,407,080	1,401,317	-0.41%	-0.41%
Interfund Advances							
Cemetery	General	700	84,360	79,010	74,412	-11.79%	-5.82%
Total City Budget Receiving Funds		**$ 32,019,612**	**$ 29,560,579**	**$ 35,230,994**	**$ 30,211,370**	**2.20%**	**-14.25%**
County of Broomfield Budget							
Fund To	**Fund From**						
Interfund Transfers							
County Human Services	County General	837,972	888,370	705,083	986,576	11.05%	39.92%
County General	Capital Improvements	-	-	-	-	NA	NA
Total County Budget Receiving Funds		**$ 837,972**	**$ 888,370**	**$ 705,083**	**$ 986,576**	**11.05%**	**39.92%**
Total City & County Receiving Funds		**$ 32,857,584**	**$ 30,448,949**	**$ 35,936,077**	**$ 31,197,946**	**2.46%**	**-13.18%**

TABLE 3D
CITY OF BROOMFIELD BUDGET
TOTAL CAPITAL IMPROVEMENTS PROGRAM
EXPENDITURE - SUMMARY BY TYPE OF PROJECTS

Capital Improvement Projects	Actual 2013	Original Budget 2014	Revised Estimate 2014	Budget 2015
Building & Facility Projects	$ 486,711	$ 16,337,200	$ 19,081,488	$ 1,021,003
Drainage & Storm Water Projects	229,062	205,600	395,392	305,000
Information Technology Projects	2,185,754	2,173,000	5,099,424	1,478,000
Landscaping Projects	757,201	915,950	956,144	822,000
Open Space Projects	827,090	427,986	439,960	410,986
Trail System Projects	592,805	2,423,800	2,073,905	2,196,700
Parks & Recreation Facility Projects	3,026,679	5,457,400	8,479,773	8,729,950
Transportation System Projects	8,357,040	10,869,000	32,194,385	6,322,100
Vehicles, Other Equipment and Furniture	1,630,891	1,918,650	4,651,724	1,943,779
Community Development Projects	6,480,401	7,011,041	7,452,475	7,190,309
Water Utility Projects	1,565,732	11,315,024	16,137,271	25,629,229
Sewer Utility Projects	10,078,638	7,784,575	20,094,851	5,164,100
Water Reclamation Utility Projects	316,991	642,785	1,130,591	716,303
Planning, Administration & Other Expenditures	308,580	380,000	400,000	590,000
Public Art & Cultural Projects	161,596	124,267	259,267	135,729
Total Capital Improvement Projects	$ 37,005,171	$ 67,986,278	$ 118,846,650	$ 62,655,188
Interfund Activities	$ 9,746,690	$ 11,288,033	$ 11,543,610	$ 10,186,112
Sub Total	$ 46,751,861	$ 79,274,311	$ 130,390,260	$ 72,841,300
Transfer to Reserve	$ 5,051,155	$ 6,238,499	$ 6,248,499	$ 6,500,000
Total Capital Improvements Program	$ 51,803,016	$ 85,512,810	$ 136,638,759	$ 79,341,300

TABLE 3E - PAGE 1
CITY OF BROOMFIELD BUDGET
EXPENDITURE - DETAIL CAPITAL IMPROVEMENTS PROGRAM
PROJECTS LISTED BY FUND AND BY PROJECT TYPE

Capital Improvement Projects	Actual 2013	Original Budget 2014	Revised Estimate 2014	Budget 2015
Building & Facility Projects				
Capital Improvements Fund				
Broomfield Depot - Restoration	$ 14,829	$ 194,000	$ 308,546	$ -
City and County Building - Attorney's Office Remodel	-	-	60,000	-
City and County Building - Community Development Front Desk Remodel	620	-	-	-
City and County Building - CAC Remodel	-	-	28,000	-
City and County Building - Flooring Replacement	-	83,700	100,000	-
City and County Building - Site Drainage Improvement	8,094	-	7,208	-
Health and Human Services Building - New Facility Design/ Construction	55,084	14,500,000	16,444,916	-
Lakeview Cemetery - Columbarium	-	-	-	30,000
Library/Auditorium - Auditorium Backstage and Loading Dock	-	-	-	250,000
Police/Courts - Police Entrance Security Check Point Construction	190	-	-	-
Police/Flatiron Crossing Mall-Substation Relocation	-	-	17,000	-
Security Improvements - Citywide	134,927	14,000	95,073	-
Service Center - Building Expansion Study	-	-	60,000	-
Asset Replacement & Refurbishment Fund				
#12 Garden Center - Stair Repair	$ -	$ -	$ 30,000	$ -
Building Repairs - Citywide	92,528	155,000	297,170	262,000
City and County Building - Mechanical Equipment Replacement	-	43,800	43,800	-
City and County Building - Replace UPS System	44,428	115,000	185,572	-
Floor Covering Replacement - Citywide	16,072	50,000	33,629	77,000
HVAC Systems Rehabilitation - Citywide	51,158	50,000	50,000	350,003
Library/Auditorium - Replace Carpet 2nd Floor Library	65,145	-	-	-
Library/Auditorium - Replace Carpet Auditorium	-	21,000	21,000	-
Parking Lot Repair/Replacement - Citywide	-	561,700	561,700	-
Police/Courts - Court Facility Remodel	3,636	-	8,874	-
Police/Courts - Replace/Upgrade UPS System	-	115,000	115,000	-
Police/Courts - Security System Replacement	-	369,000	369,000	-
Police/Detention Center - Kitchen Floor Replacement	-	-	-	52,000
Police/Detention Center - Replace/Upgrade UPS System	-	-	150,000	-
Service Center - Security Gate Replacement	-	65,000	25,000	-
West Storage Site - Sprung Structure Repairs	-	-	70,000	-
Total Building & Facility Projects	**$ 486,711**	**$ 16,337,200**	**$ 19,081,488**	**$ 1,021,003**
Drainage & Storm Water Projects				
Capital Improvements Fund				
132nd Ave. and Zuni St. - Storm Drainage Improvements	$ 14,388	$ -	$ 126,993	$ -
152nd & Zuni - Drainage Improvements	4,695	-	9,780	-
Airport Creek Basin - Master Plan	-	30,000	30,000	-
Alter Street and Industrial Lane - Storm Drainage Improvements	-	60,600	60,600	-
Culvert and Small Bridge Repairs - Citywide	40,000	-	40,000	-
DesCombes Drive and Spader Way - Drainage Improvements	-	-	-	125,000
Erosion Control Maintenance - Citywide	-	10,000	10,000	10,000
FEMA - Letters of Map Revision - 3 areas	-	-	7,800	15,000
Original Broomfield - Roadway and Drainage Improvement Plan Design	-	20,000	20,000	-
Residential Street Drainage Improvements - Citywide	46,425	60,000	65,219	60,000
West 168th Avenue at Hwy 2 - Culvert Replacement	-	-	-	70,000
Westlake Channel Levee - Improvements	68,470	-	-	-
Willow Run Channel - Maintenance	448	-	-	-
Asset Replacement & Refurbishment Fund				
Park Drainage Improvements - Citywide	$ 54,636	$ 25,000	$ 25,000	$ 25,000
Total Drainage & Storm Water Projects	**$ 229,062**	**$ 205,600**	**$ 395,392**	**$ 305,000**

Table 3E is continued on the next page.

TABLE 3E - PAGE 2
CITY OF BROOMFIELD BUDGET
EXPENDITURE - DETAIL CAPITAL IMPROVEMENTS PROGRAM
PROJECTS LISTED BY FUND AND BY PROJECT TYPE

Capital Improvement Projects	Actual 2013	Original Budget 2014	Revised Estimate 2014	Budget 2015
Information Technology Projects				
Capital Improvements Fund				
City and County Building - CRM Software	$ 525	$ -	$ 275,000	$ -
City and County Building - Wireless Internet System	350	-	18,917	-
Finance/ HR - HRIS/Payroll Integrated System	-	-	-	900,000
Fleet - Fuel Management System	107,002	-	-	-
IT - Data Storage Additions	104,477	300,000	300,000	300,000
Police - Data Records Management Systems Replacement	1,548,724	1,000,000	2,551,276	-
Police/Court Bld/Detention/Broomfield Community Center - Wireless System	20,756	-	44,179	-
Asset Replacement & Refurbishment Fund				
Assessor - Assessor Software Replacement	$ 117,186	$ -	$ 304,548	$ -
IT - Computer Accessory Equipment Replacements	49,001	-	-	-
IT - Desktop Computer Replacements	92,916	100,000	100,000	100,000
IT - Laptop Computer Replacements	-	20,000	20,000	30,000
IT - Major Systems Replacement and Upgrades	-	-	69,719	-
IT - Microsoft Office Software Upgrade	-	410,000	670,000	-
IT - Microsoft Server Licenses Purchase	21,057	-	52,210	-
IT - Network Hardware Replacement	12,447	80,000	80,000	80,000
IT - Server Replacements	27,028	30,000	30,000	30,000
IT - Telecom System Replacement and Upgrades	3,425	195,000	545,575	-
IT - VM Ware Server Upgrade and Licenses	80,860	38,000	38,000	38,000
Total Information Technology Projects	**$ 2,185,754**	**$ 2,173,000**	**$ 5,099,424**	**$ 1,478,000**
Landscaping Projects				
Capital Improvements Fund				
120th Avenue Connection - Landscaping	$ -	$ -	$ -	$ 200,000
Broomfield Business Center - Del Corso Park	400,000	-	-	-
Brunner Farmhouse - Sidewalk, Driveway and Fence Improvements	-	32,000	32,000	-
Community Garden - Brunner Farm House	-	45,000	45,000	-
Entry Sign Improvements - Citywide	68,006	-	6,094	-
Lambertson Farms - Entry Monument Sign Reimbursement	-	45,000	45,000	-
Uptown Avenue - Landscaping	-	235,950	245,950	-
Westlake Sub-Area Plan - Improvements	900	-	24,100	100,000
Westlake Subdivision - Greenbelt Enhancement	-	-	-	22,000
Zuni Street Median Landscaping - North of 136th Ave. - Pedestrian Plan	-	150,000	150,000	-
Open Space & Parks Fund				
Ash Tree Replacement - Citywide	$ -	$ -	$ -	$ 85,000
Irrigation Replacements - Citywide	133,407	170,000	170,000	170,000
Park Landscape Improvements - Citywide	50,038	100,000	100,000	100,000
Shrub Replacement - Citywide	-	-	-	40,000
Tree Replacement - Citywide	104,850	138,000	138,000	105,000
Total Landscaping Projects	**$ 757,201**	**$ 915,950**	**$ 956,144**	**$ 822,000**
Open Space Projects				
Open Space & Parks Fund				
Broomfield/Westminster Open Space - Metzger Acquisition	$ 342,389	$ 342,861	$ 344,574	$ 345,861
Egg Farm Open Space Improvements	200,000	-	-	-
Lustig Parcel Open Space Acquisition	223,253	-	-	-
Markel Open Space - Management Plan Development	-	-	10,000	10,000
Metzger Open Space - Administration and Maintenance	30,000	30,000	30,000	30,000
Mitchem Property - Environmental Insurance Payment	10,125	10,125	10,125	10,125
Nordstrom Property Acquisition Phase II	1,448	-	-	-
Open Space - Due Diligence Services	9,875	15,000	15,000	15,000
Trail Information Kiosks - Design	-	30,000	30,000	-
Wildlife Management - Citywide	10,000	-	261	-
Total Open Space Projects	**$ 827,090**	**$ 427,986**	**$ 439,960**	**$ 410,986**

Table 3E is continued on the next page.

TABLE 3E - PAGE 3
CITY OF BROOMFIELD BUDGET
EXPENDITURE - DETAIL CAPITAL IMPROVEMENTS PROGRAM
PROJECTS LISTED BY FUND AND BY PROJECT TYPE

Capital Improvement Projects	Actual 2013	Original Budget 2014	Revised Estimate 2014	Budget 2015
Trail System Projects				
Capital Improvements Fund				
Regional Trail - Wadsworth Trail Replacement adjacent to Ball Corp. office	$ -	$ 216,500	$ 216,500	$ -
Conservation Trust Fund				
Broomfield Trail - Glasser Reservoir to Lowell	$ -	$ -	$ 425,000	$ -
Broomfield Trail - Spruce Meadows to Sheridan Underpass	336,920	-	3,900	-
Neighborhood Connection - Anthem West Trail to Flagg Park	100,000	-	-	-
Neighborhood Connection - Westlake Trails Widening	-	170,000	230,000	-
Tom Frost Reservoir Amenities and Landscaping	-	25,000	25,000	225,000
Open Space & Parks Fund				
Broomfield Trail - 2 - RR bridge to Industrial Lane to Midway	$ -	$ 802,300	$ 802,300	$ -
Broomfield Trail - Lowell to Spruce Meadows	-	-	13,150	675,000
Lake Link Trail - Legacy HS to Zuni Street	58,240	-	-	-
Neighborhood Connection - Iris Street to the Lake Link	-	-	-	100,000
Neighborhood Connection - Rock Creek to Brainard Drive Underpass & Trail	-	700,000	75,000	668,000
Neighborhood Connection-Greenway Park to 120th Ave	-	-	-	89,000
North Community Trail - Lowell Blvd - 144th to Sheridan	-	425,000	-	305,000
Open Space and Trail Misc. Improvements - Citywide	14,262	25,000	25,000	25,000
Open Space and Trails - Maps	-	-	6,660	-
Open Space and Trails Signage - Citywide	29,765	60,000	89,049	60,000
Regional Trail - US 287 - Lake Link Trail to Rock Creek Trail (Ruth Roberts)	10,954	-	150,046	-
Regional Trail - W. 144th Ave. - Federal to Clay St.	12,875	-	-	-
State Highway 7 Crossing No. 38 (Northpark & Palisade) study	12,700	-	12,300	-
Tom Frost Reservoir - Interpretive Shelter Construction	17,089	-	-	-
Trail Connections - Legends to Crofton Park and Columbine Meadows	-	-	-	49,700
Total Trail System Projects	**$ 592,805**	**$ 2,423,800**	**$ 2,073,905**	**$ 2,196,700**
Parks & Recreation Facility Projects				
Capital Improvements Fund				
124th Avenue - Tree Branch Recycling Center Relocation	$ -	$ -	$ -	$ 286,000
Athletic Field Use - Study	-	-	15,200	-
Bay - Renovation Phase II - Tot Pool/Sprayground/Utility Improvements	754,131	-	1,619,264	-
Bay - Renovation Phase III - Locker Room/Concessions - Design	-	28,200	-	312,000
Broomfield Community Center - Lobby/Elevator/Storage Improvements	-	648,200	648,200	-
Broomfield Community Center - Sundeck Replacement	-	-	-	23,000
Broomfield County Commons - Cemetery Phase II	-	-	-	75,000
City Park Channel - Pedestrian Bridge near HHS	-	-	-	120,000
County Commons Park Expansion - Yellow Pod	-	-	-	3,693,550
LacAmora Park - Master Plan	-	20,000	20,000	-
Parks - Water Reclamation Tap Payments	1,862,306	1,810,600	1,810,600	1,796,200
Paul Derda Recreation Center - Entryway Security	-	-	-	310,000
Paul Derda Recreation Center - Flooring Replacement	-	37,400	37,471	-
Paul Derda Recreation Center - LED Lights	-	-	25,000	-
Paul Derda Recreation Center - Power Generator Installation	-	122,000	122,000	-
Wildgrass Underpass - Water Sealing	-	40,000	40,000	-
Asset Replacement & Refurbishment Fund				
911 Memorial - Lighting System Replacement	$ -	$ -	$ -	$ 15,000
Broomfield Community Center - Gas Line Replacement	41,341	-	-	-
Broomfield Community Center - HVAC/Building Maintenance	-	220,000	493,500	220,000
Broomfield Community Center - Locker Room Reconstruction	-	-	-	1,056,200
Paul Derda Recreation Center - Recoating of Tower Slides	-	-	-	50,000

Table 3E is continued on the next page.

TABLE 3E - PAGE 4
CITY OF BROOMFIELD BUDGET
EXPENDITURE - DETAIL CAPITAL IMPROVEMENTS PROGRAM
PROJECTS LISTED BY FUND AND BY PROJECT TYPE

Capital Improvement Projects	Actual 2013	Original Budget 2014	Revised Estimate 2014	Budget 2015
Parks & Recreation Facility Projects - continued				
Conservation Trust Fund				
Anne Crouse Park - Gazebo/Shelter Installation	$ -	$ 31,000	$ 31,000	$ -
Batting Cage Renovation w/Lighting System	-	124,500	124,500	-
Bronco Park - Shelter Replacement	-	66,000	66,000	-
Broomfield Community Center - Pool Deck Repair	9,350	-	-	-
Broomfield Community Center - Dri Deck Non-Slip Flooring	6,289	-	-	-
Broomfield County Commons - Championship Field Tur	-	-	-	400,000
Commons Park - Blue Pod Handicap Access	-	22,500	22,500	-
East Park - Basketball Court	-	100,000	100,000	-
Hockey Rink Dasher Board Replacement - Citywide	-	150,000	150,000	-
Parks - Shade Structures - BIP and Bronco Park	-	132,000	138,000	-
Paul Derda Recreation Center - Exterior Sun Deck Expansion	27,652	-	-	-
Paul Derda Recreation Center - Indoor Playground	-	219,000	219,000	-
Paul Derda Recreation Center - Patron Cubbies and Benches	1,238	-	5,762	-
Paul Derda Recreation Center - Replace Tot Slide	-	-	25,000	-
Paul Derda Recreation Center - Re-staining Artificial Rock	-	25,000	25,000	-
Paul Derda Recreation Center - Rope Rail for Slides	7,629	-	-	-
Pool Accessory Equipment Replacement - All City Pools	8,932	-	42,000	28,000
Open Space & Parks Fund				
Ballfield Fence Fabric Replacement - Citywide	$ 8,552	$ 10,000	$ 10,000	$ 10,000
Bay - Renovation Phase 1 - Group Entrance /Equipment	15,840	-	23,760	-
Dumpster/Recycling Enclosures - Citywide	-	-	36,973	-
McKay Lake Regional Park with Westminster	21,506	1,381,000	1,383,544	-
Playground Improvements - Citywide	95,881	180,000	386,531	180,000
Tennis and Basketball Court Replacements - Citywide	166,032	90,000	133,968	90,000
Services Expansion Fee Fund				
Emerald Park - Ballfield and Park Improvements	$ -	$ -	$ -	$ 65,000
Jefferson Academy - Synthetic Turf Field/Lighting	-	-	725,000	-
Total Parks & Recreation Facility Projects	**$ 3,026,679**	**$ 5,457,400**	**$ 8,479,773**	**$ 8,729,950**
Transportation System Projects				
Capital Improvements Fund				
112th Ave. - Old Wadsworth over Rail Road & Uptown Ave Bridge	$ 513,600	$ -	$ 128,400	$ -
120th Ave Connect - Illuminated Street Name Signs	-	-	-	25,000
96th Street Bridge - Structural and Aesthetic Maintenance	-	533,000	533,000	-
Brainard Drive - Relocation	241,027	-	1,230,873	-
Broomfield Lane - Extension	16,728	348,000	356,272	-
Civic Center - Pedestrian Improvements	-	62,000	62,000	-
Damage from Sep 2013 floods	11,531	-	-	-
Dillon Rd. & S. 120th Street - Intersection Improvements	668,540	-	-	-
Dillon Road/W. 144th Ave. - Improvements - Design/Construction	-	188,900	188,900	1,700,100
Flatiron Bridge - East - Widening	1,025,735	-	-	-
Flatiron Bridge - West - Widening	835,743	-	-	-
Garden Center Sidewalk - Adjacent to Midway - Improvements	-	74,000	74,000	-
Illuminated Street Name Sign Conversions - Citywide	24,706	25,000	25,000	-
Lowell Blvd. - 120th Ave. to E Midway Ave. - Widening and Landscape Improvements	161,223	-	7,686,114	-
Lowell Blvd. - E. Midway to W. 136th Ave. - Widening and Landscape Improvements	-	4,715,000	5,065,000	-
Railroad Crossings - Quiet Zone Improvements	-	250,000	250,000	-
RTD Ticket Kiosk	-	-	45,000	-
Sheridan Blvd. - NB to EB right turn lane at Midway	4,818	-	-	-
Sheridan Blvd. – Traffic Signal and Crosswalk Modifications	4,670	-	-	-
Street Light Installation - Citywide	-	20,000	40,000	20,000
TIGER III CDOT Grant	50,000	-	-	-
Traffic Mitigation - Citywide	43,599	110,000	186,401	100,000
Traffic Signal - E. Midway at Perry Street	-	200,000	200,000	-
Traffic Signal - SH 128 and Ridge Parkway	-	-	-	25,000
Traffic Signal Upgrades - Citywide	90,500	109,000	109,000	105,000
Transportation Studies - Citywide	25,002	100,000	138,989	100,000
US 36 - Bikeway Connections	-	-	-	50,000
US 36 - Bikeway Signage	-	-	-	20,000
W. 144th Ave. - SB Lowell right turn lane	59,528	-	79,447	-
W. 1st Avenue and Spader Way - Roundabout	-	-	-	265,000
Wadsworth Blvd. Interchange - Consulting Services	-	50,000	50,000	-

Table 3E is continued on the next page.

TABLE 3E - PAGE 5
CITY OF BROOMFIELD BUDGET
EXPENDITURE - DETAIL CAPITAL IMPROVEMENTS PROGRAM
PROJECTS LISTED BY FUND AND BY PROJECT TYPE

Capital Improvement Projects	Actual 2013	Original Budget 2014	Revised Estimate 2014	Budget 2015
Transportation System Projects - continued				
Wadsworth Bridge - Aesthetic Improvements	520,000	-	130,000	-
Wadsworth Interchange/120th Ave. Connection Participation (Broomfield's share is 20%)	575,648	-	10,638,029	-
Asset Replacement & Refurbishment Fund				
Bridge Repairs - Citywide	$ -	$ 25,000	$ 25,000	$ 25,000
Concrete Curb Ramp Replacement - Citywide	14,246	106,800	106,800	25,000
Concrete Replacement (Residential 25%/75%) - Citywide	184,349	200,000	200,000	200,000
Pavement Management and Street Sealing Program - Citywide	3,143,064	3,500,000	3,500,000	3,520,000
Traffic Signal & Light Pole Replacement - Citywide	138,643	99,000	100,000	120,000
Services Expansion Fee Fund				
Prospect Ridge Parking Improvements	$ -	$ 131,300	$ 131,300	$ -
School Safety Program	4,140	22,000	39,860	22,000
W. 136th Ave. - Legacy HS Eastbound Turn Lane	-	-	155,000	-
W. 136th Ave. - Legacy HS Westbound Turn Lane	-	-	720,000	-
Total Transportation System Projects	**$ 8,357,040**	**$ 10,869,000**	**$ 32,194,385**	**$ 6,322,100**
Vehicles, Other Equipment and Furniture				
Capital Improvements Fund				
Police - Radio system Upgrade	$ -	$ -	$ 2,400,000	$ -
Asset Replacement & Refurbishment Fund				
Facilities - Office Furniture and Equipment Replacement	$ 45,965	$ 30,000	$ 55,265	$ 30,000
Non-Mobile Equipment Replacement - Citywide	52,754	69,950	205,022	105,795
Police - Target System for Firearms Range	-	-	-	161,400
Police & Public Works - 700 to 800 MHz Radio Replacement	-	200,000	156,290	-
Recreation - Electronic Audio/Video Equipment Replacement	53,440	14,000	14,000	15,411
Recreation & Police - Fitness Equipment Replacement	137,329	236,850	243,972	167,953
Vehicle and Mobile Equipment Replacement - Citywide	1,341,403	1,367,850	1,577,175	1,463,220
Total Vehicles, Other Equipment and Furniture	**$ 1,630,891**	**$ 1,918,650**	**$ 4,651,724**	**$ 1,943,779**
Community Development Projects				
Development Agreements Fund				
Anthem				
Total Capital Improvements	$ 754,006	$ 954,208	$ 1,263,831	$ 1,225,547
Arista				
Infrastructure Public Improvements	486,053	418,302	437,162	197,116
Broadlands				
Street Improvements	25,192	-	-	-
FlatIrons Market Place				
Repayment to Metro District	773,490	677,019	729,166	570,121
Lambertson Farm				
Infrastructure Public Improvements	1,072,396	1,139,567	1,211,886	1,295,275
Macerich				
Infrastructure Public Improvements	196,119	159,398	168,675	151,807
MidCities (Main Street)				
Payment to Metro District	1,806,956	1,912,645	1,783,902	1,850,991
Village Square (ARC Store)				
Improvements to Building Facade and Parking Lot	99,781	115,121	103,314	105,422
General Development Reimbursements	68,240	74,739	346,985	155,436
Revenue Allocation to BURA				
Allocation to BURA	1,198,168	1,560,042	1,407,554	1,638,594
Total Community Development Projects	**$ 6,480,401**	**$ 7,011,041**	**$ 7,452,475**	**$ 7,190,309**

Table 3E is continued on the next page.

TABLE 3E - PAGE 6
CITY OF BROOMFIELD BUDGET
EXPENDITURE - DETAIL CAPITAL IMPROVEMENTS PROGRAM
PROJECTS LISTED BY FUND AND BY PROJECT TYPE

Capital Improvement Projects	Actual 2013	Original Budget 2014	Revised Estimate 2014	Budget 2015
Water Utility Projects				
Raw Water - Purchases, Transmission, & Reservoirs				
Broomfield Reservoir- Raw Water Storage Reservoir Construction	$ 9,133	$ -	$ 459,475	$ -
Carter Lake Pipe Line - In-line Pump Station Cost Share	-	278,729	-	278,729
Raw Water Purchase	-	3,500,000	7,000,000	3,500,000
Sienna Reservoir/Pump Station/Pipeline	-	-	-	7,500,000
Windy Gap - Payment of Broomfield's Share	268,748	268,653	268,653	269,938
Windy Gap - Storage Reservoir Design and Construction	-	4,621,012	5,221,012	3,096,968
Total Raw Water Projects	**$ 277,881**	**$ 8,668,394**	**$ 12,949,140**	**$ 14,645,635**
Potable Water - Acquisition, Treatment & Storage				
Developer Reimbursement - Anthem Infrastructure License Fee Credits	$ 270,010	$ 394,630	$ -	$ -
Emergency Water System Interconnects - Citywide	-	200,000	-	200,000
Highway 7 and Huron Area - Water Line Extensions and Tank	270,895	500,000	163,390	1,500,000
Total Potable Water - Treatment & Storage	**$ 540,905**	**$ 1,094,630**	**$ 163,390**	**$ 1,700,000**
Potable Water Transmission Lines & Facilities				
Service Center - Building Expansion Study	$ -	$ -	$ 20,000	$ -
Utilities Relocation - CDOT Project at 120th Avenue	704,105	-	692,409	-
Utilities Relocation - US 36 Managed Lanes	-	-	75,000	-
Water Treatment Plan - Expansion	-	1,552,000	1,552,000	8,797,500
Total Potable Water Transmission Lines & Facilities	**$ 704,105**	**$ 1,552,000**	**$ 2,339,409**	**$ 8,797,500**
Planning and Administration				
Anthem Infrastructure Reimbursement	$ -	$ -	$ 602,330	$ 461,094
Master Plan Updates/ Hydraulic Model	42,841	-	83,002	25,000
Total Planning and Administration	**$ 42,841**	**$ -**	**$ 685,332**	**$ 486,094**
Total Water Utility Capital Improvements	**$ 1,565,732**	**$ 11,315,024**	**$ 16,137,271**	**$ 25,629,229**
Sewer Utility Projects				
Sewer Collection System - Lines & Facilities				
Byers Lift Station and Force Main	$ 17,151	$ 2,700,000	$ 2,982,849	$ -
City Park Channel - Lowell to Big Dry Creek (Broom	-	-	-	300,000
City Park Channel - Overflow Connection to Nissen	-	-	-	990,000
Coalton Road Sanitary Sewer Construction and Upgrade (Midcities)	8,938	-	521,063	-
Developer Reimbursement - Anthem Infrastructure License Fee Credits	310,980	317,550	-	-
Developer Reimbursement - South Outfall Phase 3	58,073	-	-	-
Dry Creek Valley Sanitary and Storm Sewer	22,279	343,000	364,721	-
Nissen Channel - Box Culvert under Lowell	-	-	250,000	-
Nissen Channel - Improvements	-	-	350,000	-
North Area - Force Main (Subbasin 2 to WWTP)	804,121	1,500,000	1,500,000	-
North Area - Construct Lift Station and Sewer Lines	8,078,183	-	2,582,067	-
North Park - Gravity Sewer Lines	-	2,500,000	2,120,000	-
Rock Creek Lift Station - Super Oxygenation System	-	424,025	424,025	-
Service Center - Building Expansion Study	-	-	20,000	-
South Preble Creek - Lift Station	-	-	-	3,000,000
Utilities Relocation - US 36 Managed Lanes	-	-	56,000	-
Utilities Relocation - CDOT Project, 120th Ave. Construction	706,198	-	627,619	-
Zang Street to Flatiron Boulevard (MidCities) - Sanitary Sewer Construction	-	-	-	132,800
Total Collection System Projects	**$ 10,005,923**	**$ 7,784,575**	**$ 11,798,344**	**$ 4,422,800**
Sewage Treatment Facilities				
Wastewater Treatment Facility - Administration Building Expansion	$ -	$ -	$ -	$ 150,000
Wastewater Treatment Facility - Improvements and Expansion Phase II	10,283	-	-	-
Wastewater Treatment Facility - New Clean Water Standards - Nutrients	52,532	-	4,519,503	-
Wastewater Treatment Facility - Process Covers and Equipment Replacements	9,900	-	3,338,065	-
Total Sewer Treatment Facilities	**$ 72,715**	**$ -**	**$ 7,857,568**	**$ 150,000**
Planning and Administration				
Developer Reimbursement - Anthem Infrastructure License Fee Credits	$ -	$ -	$ 243,090	$ 591,300
Public Works- Wastewater Master Plan/Facility Plan Update	-	-	195,849	-
Total Planning and Administration	**$ -**	**$ -**	**$ 438,939**	**$ 591,300**
Total Sewer Utility Capital Improvements	**$ 10,078,638**	**$ 7,784,575**	**$ 20,094,851**	**$ 5,164,100**

Table 3E is continued on the next page.

TABLE 3E - PAGE 7
CITY OF BROOMFIELD BUDGET
EXPENDITURE - DETAIL CAPITAL IMPROVEMENTS PROGRAM
PROJECTS LISTED BY FUND AND BY PROJECT TYPE

Capital Improvement Projects	Actual 2013	Original Budget 2014	Revised Estimate 2014	Budget 2015
Water Reclamation Utility Projects				
Reuse Water Distribution System - Lines & Facilities				
Public Works -Engineering and Legal Services	$ 113,159	$ 160,125	$ 160,125	$ 167,625
Total Distribution System Projects	**$ 113,159**	**$ 160,125**	**$ 160,125**	**$ 167,625**
Reuse Water Acquisition and Storage				
Heit Pit - CCWCD Lease Payment	$ 25,000	$ 41,660	$ 85,220	$ 42,165
Heit Pit - Outlet Facility	41,434	-	620,744	-
Heit Pit - Well Field	101,900	441,000	-	506,513
Total Reuse Water Acquisition and Storage	**$ 168,334**	**$ 482,660**	**$ 705,964**	**$ 548,678**
Planning and Administration				
Reuse Water System Master Plan - Citywide	$ 35,498	$ -	$ 264,502	$ -
Total Planning and Administration	**$ 35,498**	**$ -**	**$ 264,502**	**$ -**
Total Water Reclamation Utility Capital Improvements	**$ 316,991**	**$ 642,785**	**$ 1,130,591**	**$ 716,303**
Planning, Administration & Other Expenditures				
Capital Improvements Fund				
Asset Protection Fund Projects - Citywide	$ 106,507	$ 120,000	$ 105,000	$ 100,000
Citizen/Council Priority Projects - Citywide	-	50,000	25,000	25,000
Comprehension and Transportation - Master Plan Update	-	-	-	255,000
Cultural Affairs - Master Plan Update	-	-	20,000	-
Jefferson Parkway Participation	200,000	200,000	240,000	200,000
Neighborhood Grant Program - Citywide	2,073	10,000	10,000	10,000
Total Planning, Administration & Other Expenditures	**$ 308,580**	**$ 380,000**	**$ 400,000**	**$ 590,000**
Public Art & Cultural Projects				
Capital Improvements Fund				
Public Art - 1% Funding	$ 161,596	$ 124,267	$ 259,267	$ 135,729
Total Public Art & Cultural Projects	**$ 161,596**	**$ 124,267**	**$ 259,267**	**$ 135,729**
Total Capital Improvement Projects	**$ 37,005,171**	**$ 67,986,278**	**$ 118,846,650**	**$ 62,655,188**
Transfer to Reserve				
Capital Improvements Fund				
Asset Protection Allocation	$ 500,000	$ 500,000	$ 500,000	$ 500,000
Facilities Improvements Allocation	3,665,357	3,238,499	3,238,499	3,500,000
IT - System Replacement Allocation	724,132	500,000	500,000	500,000
Public Art Programs - Maintenance Reserve	-	-	10,000	-
Transportation Projects	-	2,000,000	2,000,000	2,000,000
Open Space & Park Land Fund				
Transfer to Egg Farm Reserve	$ 161,666	$ -	$ -	$ -
Transfer to Reserve	**$ 5,051,155**	**$ 6,238,499**	**$ 6,248,499**	**$ 6,500,000**
Interfund Activities				
Capital Improvements Fund				
Transfer to Debt Service Fund	$ 1,611,172	$ 3,001,370	$ 3,001,270	$ 5,429,723
Transfer to Open Space & Park	-	1,381,083	1,381,083	125,000
Open Space & Park Land Fund				
Debt Service Fund - Open Space Acquisitions	$ 199,269	$ 199,496	$ 199,266	$ 199,266
CIP - Repayment of Nordstrom Acquisition Phase I	250,000	250,000	250,000	325,269
Transfer to Debt Service Fund	49,814	49,874	49,817	49,817
Services Expansion Fee Fund				
Transfer to Development Agreement Fund	$ 464,775	$ 626,700	$ 625,300	$ 708,550
Development Agreements Fund				
Transfer to Debt Service Fund	$ 5,635,958	$ 4,372,430	$ 4,372,720	$ 1,947,170
Transfer to CIP Fund	61,229	-	3,000	-
Transfer to City General	72,510	-	-	-
Interest Allocation to General Development	-	-	254,074	-
Water Reclamation Fund				
Transfer to Sewer Fund for Debt Services	$ 1,401,963	$ 1,407,080	$ 1,407,080	$ 1,401,317
Total Interfund Activities	**$ 9,746,690**	**$ 11,288,033**	**$ 11,543,610**	**$ 10,186,112**
Total Capital Improvements Program	**$ 51,803,016**	**$ 85,512,810**	**$ 136,638,759**	**$ 79,341,300**

TABLE 4A
CITY AND COUNTY OF BROOMFIELD BUDGET
APPLICABLE BONDED INDEBTEDNESS TO CHARTER'S G.O. BOND LIMITS

Applicable Bonded Indebtedness Regarding Total General Obligation

Debt Limitations As Set Forth In Chapter 14, Section 14.7 of the City Charter

Chapter 14, Section 14.7 of the City Charter provides that general obligation debt shall not exceed 10% of the City's assessed valuation. Applicable bonded indebtedness is summarized below.

Assessed Valuation and Bonds	Actual 2013	Original Budget 2014	Revised Estimate 2014	Budget 2015	Budget % Chg 14 Original 2015	Budget % Chg 14 Revised 2015
Assessed Valuation of City and County	$ 986,596,392	$ 1,113,082,850	$ 1,101,245,714	$ 1,084,088,954	-2.60%	-1.56%
Maximum Allowable Bonded Indebtedness (10%)	$ 98,659,639	$ 111,308,285	$ 110,124,571	$ 108,408,895	-2.60%	-1.56%
Total Debt Outstanding Subject to 10% Charter Limitation	$ -	$ -	$ -	$ -	NA	NA
Total	$ -	$ -	$ -	$ -	NA	NA
Maximum General Obligation Debt Expansion per City Charter	**$ 98,659,639**	**$ 111,308,285**	**$ 110,124,571**	**$ 108,408,895**	**-2.60%**	**-1.56%**

TABLE 4B
CITY AND COUNTY OF BROOMFIELD BUDGET
SUMMARY - TOTAL BONDED INDEBTEDNESS

In accordance with the provisions of Section 12.3 of the City Charter, the following is a summary of the City's debt position.

Fund	Date of Issue	Original Principal Amount	Projected Principal Remaining 12-31-13	Projected Principal Remaining 12-31-14	Projected Principal Remaining 12-31-15	% Chg 14 Original 2015
Water Fund						
Water Revenue Bonds - 2000	5-1-00	$ 31,000,000	$ -	$ -	$ -	NA
Water Revenue Bonds - 2002	9-1-02	43,000,000	-	-	-	NA
Water Revenue Bonds - 2012	4-24-12	49,750,000	41,510,000	37,595,000	33,520,000	-10.84%
Allotment Payments to NCWCD		5,387,973	1,089,779	821,126	552,188	-32.75%
Total Water Fund		**$ 129,137,973**	**$ 42,599,779**	**$ 38,416,126**	**$ 34,072,188**	**-11.31%**
Sewer Fund						
Sewer Revenue Bonds, Series 1998B	2-1-98	$ 4,095,000	$ -	$ -	$ -	NA
Colorado Water. Resources & Power Development Authority Loan 1996	10-31-96	2,514,119	-	-	-	NA
Sewer Revenue Bonds, Series 2001	8-15-01	36,380,000	-	-	-	NA
Sewer Revenue Bonds, Series 2012	8-28-12	32,360,973	30,555,740	29,635,130	28,674,133	-3.24%
Total Sewer Fund		**$ 75,350,092**	**$ 30,555,740**	**$ 29,635,130**	**$ 28,674,133**	**-3.24%**
Water Reclamation Fund						
Revenue Bonds, Series 2001	8-15-01	$ 18,550,000	$ -	$ -	$ -	NA
Revenue Bonds, Series 2012	8-28-12	11,379,027	9,384,260	8,374,870	7,330,867	-12.47%
Total Water Reclamation Fund		**$ 29,929,027**	**$ 9,384,260**	**$ 8,374,870**	**$ 7,330,867**	**-12.47%**
Capital Improvements Fund						
Sales & Use Tax Revenue Bonds - 2002A	2-15-02	$ 18,886,082	$ -	$ -	$ -	NA
Sales & Use Tax Revenue Bonds - 2002B	2-15-02	10,960,000	-	-	-	NA
Sales & Use Tax Revenue Bonds - 2009	5-29-09	13,000,000	-	-	-	NA
Sales & Use Tax Revenue Bonds - 2012A	10-25-12	42,509,787	42,509,787	41,119,787	37,259,787	-9.39%
Total Capital Improvements Fund		**$ 85,355,869**	**$ 42,509,787**	**$ 41,119,787**	**$ 37,259,787**	**-9.39%**
Open Space & Parks Fund						
Sales & Use Tax Revenue Bonds, 2002A	2-15-02	$ 4,979,720	$ -	$ -	$ -	NA
Sales & Use Tax Revenue Bonds, 2012A	10-25-12	4,981,326	4,981,326	4,981,326	4,981,326	0.00%
Total Open Space Fund		**$ 9,961,046**	**$ 4,981,326**	**$ 4,981,326**	**$ 4,981,326**	0.00%
Development Agreement Fund						
Sales & Use Tax Revenue Bonds - 2002A	2-15-02	$ 52,789,198	$ -	$ -	$ -	NA
Sales & Use Tax Revenue Bonds - 2002C	2-15-02	30,025,940	-	-	-	NA
Sales & Use Tax Revenue Bonds - 2012A	10-25-12	51,818,887	51,818,887	50,818,887	50,818,887	0.00%
Sales & Use Tax Revenue Bonds - 2012B	10-25-12	5,015,000	1,385,000	-	-	NA
Total Development Agreement Fund		**$ 139,649,025**	**$ 53,203,887**	**$ 50,818,887**	**$ 50,818,887**	**0.00%**
Grand Total		**$ 469,383,032**	**$ 183,234,779**	**$ 173,346,126**	**$ 163,137,188**	**-5.89%**

Bonds	Purposes
Water Fund	
Water Revenue Bonds - 2000	Funded acquisition of water rights, expanded water treatment plant and system improvements (pump stations)
Water Revenue Bonds - 2002	Funded acquisition of water rights and provided funds to purchase land for local reservoir
Water Revenue Bonds - 2012	Refunded 2000 and 2002 Bonds to reduce interest and save $6.2 million
Allotment Payments to NCWCD	Funded acquisition of shares in Windy Gap water project
Sewer Fund	
Sewer Revenue Bonds, Series 1998B	Funded extension of sewer lines for connections to wastewater treatment plant
Colorado Water. Resources & Power Development Authority Loan 1996	Funded acquisition of biosolids farm
Sewer Revenue Bonds, Series 2001	Funded EPA mandated upgrades to plant, expansion of plant to 8 MGD and extension of lines and interceptors
Sewer Revenue Bonds, Series 2012	Refunded 2001 Bonds to reduce interest and save $9 million
Water Reclamation Fund	
Revenue Bonds, Series 2001	Funded construction of reclamation system (including treatment plant, pipeline, distribution system, storage)
Revenue Bonds, Series 2012	Refunded 2001 Bonds to reduce interest and save $.5 million
Capital Improvements Fund	
Sales & Use Tax Revenue Bonds - 2002 A	(1) Refunded 1992 bonds (which refunded the 1989 bonds providing additional funds for municipal center projects - city hall, Bay, service center, senior center) AND funded streets improvements - including Miramonte, Midway and Lamar; (2) cemetery construction, (3) additional street improvements (Sheridan Blvd, First Street, Main Street, South 124th/Aspen Street)
Sales & Use Tax Revenue Bonds - 2002 B	Public infrastructure at Flatirons Crossing
Sales & Use Tax Revenue Bonds - 2009	Wadworth Interchange/ 120th Avenue Connection with CDOT
Sales & Use Tax Revenue Bonds - 2012A	Refunded 2002 & 2009 bonds
Open Space & Parks Fund	
Sales & Use Tax Revenue Bonds, 2002A	Refund 1995 bonds (which funded "The Field" open space acquisition)
Sales & Use Tax Revenue Bonds, 2012A	Refunded 2002 bonds
Development Agreement Fund	
Sales & Use Tax Revenue Bonds - 2002A	Public infrastructure at Flatirons Crossing
Sales & Use Tax Revenue Bonds - 2002C	Public infrastructure at Flatirons Crossing
Sales & Use Tax Revenue Bonds - 2012A	Refunded 2002 bonds
Sales & Use Tax Revenue Bonds - 2012B	Refunded 2002 bonds

TABLE 4C
CITY AND COUNTY OF BROOMFIELD BUDGET
SUMMARY - SCHEDULE OF PRINCIPAL & INTEREST PAYMENTS
BONDS, COPS, AND LEASE/PURCHASE PAYMENTS

Year	Municipal Bonds					COPs* Lease/ Purchase Payments	Total Annual Payments
	Water Fund	Sewer Fund	Capital Improvements Fund	Development Agreement Fund	Open Space & Parks Fund		
2013	5,726,649	3,514,113	1,611,067	5,635,580	249,066	9,153,875	25,890,350
2014	5,731,250	3,523,163	3,001,067	4,372,428	249,066	9,157,675	26,034,649
2015	5,734,650	3,520,963	5,429,367	1,947,042	249,066	9,157,175	26,038,263
2016	5,726,650	3,520,763	5,603,567	1,947,041	249,067	7,598,737	24,645,825
2017	5,717,450	3,521,513	5,594,067	1,947,042	249,066	7,683,738	24,712,876
2018	5,711,850	3,837,013	1,750,817	1,947,041	4,094,066	7,677,937	25,018,724
2019	5,724,450	3,852,413	2,357,741	4,247,042	1,193,143	7,682,188	25,056,977
2020	5,714,250	3,858,013	2,820,383	4,977,041	-	7,682,437	25,052,124
2021	5,717,500	3,869,013	2,848,384	4,946,242	-	4,006,438	21,387,577
2022	5,738,250	2,430,013	2,853,383	4,939,241	-	4,008,675	19,969,562
2023	-	2,437,263	2,863,384	4,931,467	-	4,011,675	14,243,789
2024	-	2,445,013	2,758,383	5,039,467	-	4,003,425	14,246,288
2025	-	2,453,013	2,668,384	5,123,217	-	4,004,175	14,248,789
2026	-	2,456,013	2,797,633	4,993,217	-	4,008,175	14,255,038
2027	-	2,469,813	2,647,134	5,142,966	-	4,009,925	14,269,838
2028	-	2,476,363	2,684,033	5,109,467	-	4,004,175	14,274,038
2029	-	2,485,813	2,712,783	5,072,966	-	12,437,250	22,708,812
2030	-	2,500,188	2,808,533	4,983,467	-	-	10,292,188
2031	-	2,508,975	2,890,297	4,891,354	-	-	10,290,626
Total	**$ 57,242,949**	**$ 57,679,425**	**$ 58,700,407**	**$ 82,193,328**	**$ 6,532,540**	**$ 110,287,675**	**$ 372,636,324**

*** Certificates of Participation and Lease/Purchase payments do not constitute an indebtedness of the City & County and are subject to annual appropriations**

TABLE 4D - PAGE 1
CITY AND COUNTY OF BROOMFIELD BUDGET
DETAIL - SCHEDULE OF PRINCIPAL & INTEREST PAYMENTS
BONDS, COPS, AND LEASE/PURCHASE PAYMENTS

Year/Bonds	Principal	Interest	Total P & I
2013			
Water Fund	$ 3,760,000	$ 1,966,649	$ 5,726,649
Sewer Fund	1,865,000	1,649,113	3,514,113
Sales & Use Tax Capital Improvements Fund	-	1,611,067	1,611,067
Development Agreements Fund	3,630,000	2,005,580	5,635,580
Open Space & Parks Fund	-	249,066	249,066
Certificates Of Participation	5,540,000	3,613,875	9,153,875
2013 Total	$ 14,795,000	$ 11,095,350	$ 25,890,350
2014			
Water Fund	$ 3,915,000	$ 1,816,250	$ 5,731,250
Sewer Fund	1,930,000	1,593,163	3,523,163
Sales & Use Tax Capital Improvements Fund	1,390,000	1,611,067	3,001,067
Development Agreements Fund	2,385,000	1,987,428	4,372,428
Open Space & Parks Fund	-	249,066	249,066
Certificates Of Participation	5,710,000	3,447,675	9,157,675
2014 Total	$ 15,330,000	$ 10,704,649	$ 26,034,649
2015			
Water Fund	$ 4,075,000	$ 1,659,650	$ 5,734,650
Sewer Fund	2,005,000	1,515,963	3,520,963
Sales & Use Tax Capital Improvements Fund	3,860,000	1,569,367	5,429,367
Development Agreements Fund	-	1,947,042	1,947,042
Open Space & Parks Fund	-	249,066	249,066
Certificates Of Participation	5,965,000	3,192,175	9,157,175
2015 Total	$ 15,905,000	$ 10,133,263	$ 26,038,263
2016			
Water Fund	$ 4,230,000	$ 1,496,650	$ 5,726,650
Sewer Fund	2,085,000	1,435,763	3,520,763
Sales & Use Tax Capital Improvements Fund	4,150,000	1,453,567	5,603,567
Development Agreements Fund	-	1,947,041	1,947,041
Open Space & Parks Fund	-	249,067	249,067
Certificates Of Participation	4,700,000	2,898,737	7,598,737
2016 Total	$ 15,165,000	$ 9,480,825	$ 24,645,825
2017			
Water Fund	$ 4,390,000	$ 1,327,450	$ 5,717,450
Sewer Fund	2,190,000	1,331,513	3,521,513
Sales & Use Tax Capital Improvements Fund	4,265,000	1,329,067	5,594,067
Development Agreements Fund	-	1,947,042	1,947,042
Open Space & Parks Fund	-	249,066	249,066
Certificates Of Participation	5,020,000	2,663,738	7,683,738
2017 Total	$ 15,865,000	$ 8,847,876	$ 24,712,876
2018			
Water Fund	$ 4,560,000	$ 1,151,850	$ 5,711,850
Sewer Fund	2,615,000	1,222,013	3,837,013
Sales & Use Tax Capital Improvements Fund	635,000	1,115,817	1,750,817
Development Agreements Fund	-	1,947,041	1,947,041
Open Space & Parks Fund	3,845,000	249,066	4,094,066
Certificates Of Participation	5,215,000	2,462,937	7,677,937
2018 Total	$ 16,870,000	$ 8,148,724	$ 25,018,724

Table 4D is continued on the next page.

TABLE 4D - PAGE 2
CITY AND COUNTY OF BROOMFIELD BUDGET
DETAIL - SCHEDULE OF PRINCIPAL & INTEREST PAYMENTS
BONDS, COPS, AND LEASE/PURCHASE PAYMENTS

Year/Bonds	Principal	Interest	Total P & I
2019			
Water Fund	$ 4,755,000	$ 969,450	$ 5,724,450
Sewer Fund	2,735,000	1,117,413	3,852,413
Sales & Use Tax Capital Improvements Fund	1,273,674	1,084,067	2,357,741
Development Agreements Fund	2,300,000	1,947,042	4,247,042
Open Space & Parks Fund	1,136,326	56,817	1,193,143
Certificates Of Participation	5,480,000	2,202,188	7,682,188
2019 Total	$ 17,680,000	$ 7,376,977	$ 25,056,977
2020			
Water Fund	$ 4,935,000	$ 779,250	$ 5,714,250
Sewer Fund	2,850,000	1,008,013	3,858,013
Sales & Use Tax Capital Improvements Fund	1,800,000	1,020,383	2,820,383
Development Agreements Fund	3,145,000	1,832,041	4,977,041
Open Space & Parks Fund	-	-	-
Certificates Of Participation	5,720,000	1,962,437	7,682,437
2020 Total	$ 18,450,000	$ 6,602,124	$ 25,052,124
2021			
Water Fund	$ 5,185,000	$ 532,500	$ 5,717,500
Sewer Fund	2,975,000	894,013	3,869,013
Sales & Use Tax Capital Improvements Fund	1,900,000	948,384	2,848,384
Development Agreements Fund	3,240,000	1,706,242	4,946,242
Open Space & Parks Fund	-	-	-
Certificates Of Participation	2,330,000	1,676,438	4,006,438
2021 Total	$ 15,630,000	$ 5,757,577	$ 21,387,577
2022			
Water Fund	$ 5,465,000	$ 273,250	$ 5,738,250
Sewer Fund	1,655,000	775,013	2,430,013
Sales & Use Tax Capital Improvements Fund	2,000,000	853,383	2,853,383
Development Agreements Fund	3,395,000	1,544,241	4,939,241
Open Space & Parks Fund	-	-	-
Certificates Of Participation	2,440,000	1,568,675	4,008,675
2022 Total	$ 14,955,000	$ 5,014,562	$ 19,969,562
2023			
Water Fund	$ -	$ -	$ -
Sewer Fund	1,745,000	692,263	2,437,263
Sales & Use Tax Capital Improvements Fund	2,100,000	763,384	2,863,384
Development Agreements Fund	3,540,000	1,391,467	4,931,467
Open Space & Parks Fund	-	-	-
Certificates Of Participation	2,565,000	1,446,675	4,011,675
2023 Total	$ 9,950,000	$ 4,293,789	$ 14,243,789
2024			
Water Fund	$ -	$ -	$ -
Sewer Fund	1,840,000	605,013	2,445,013
Sales & Use Tax Capital Improvements Fund	2,100,000	658,383	2,758,383
Development Agreements Fund	3,825,000	1,214,467	5,039,467
Open Space & Parks Fund	-	-	-
Certificates Of Participation	2,685,000	1,318,425	4,003,425
2024 Total	$ 10,450,000	$ 3,796,288	$ 14,246,288

Table 4D is continued on the next page.

TABLE 4D - PAGE 3
CITY AND COUNTY OF BROOMFIELD BUDGET
DETAIL - SCHEDULE OF PRINCIPAL & INTEREST PAYMENTS
BONDS, COPS, AND LEASE/PURCHASE PAYMENTS

Year/Bonds	Principal	Interest	Total P & I
2025			
Water Fund	$ -	$ -	$ -
Sewer Fund	1,940,000	513,013	2,453,013
Sales & Use Tax Capital Improvements Fund	2,115,000	553,384	2,668,384
Development Agreements Fund	4,100,000	1,023,217	5,123,217
Open Space & Parks Fund	-	-	-
Certificates Of Participation	2,820,000	1,184,175	4,004,175
2025 Total	$ 10,975,000	$ 3,273,789	$ 14,248,789
2026			
Water Fund	$ -	$ -	$ -
Sewer Fund	2,040,000	416,013	2,456,013
Sales & Use Tax Capital Improvements Fund	2,350,000	447,633	2,797,633
Development Agreements Fund	4,175,000	818,217	4,993,217
Open Space & Parks Fund	-	-	-
Certificates Of Participation	2,965,000	1,043,175	4,008,175
2026 Total	$ 11,530,000	$ 2,725,038	$ 14,255,038
2027			
Water Fund	$ -	$ -	$ -
Sewer Fund	2,115,000	354,813	2,469,813
Sales & Use Tax Capital Improvements Fund	2,270,000	377,134	2,647,134
Development Agreements Fund	4,450,000	692,966	5,142,966
Open Space & Parks Fund	-	-	-
Certificates Of Participation	3,115,000	894,925	4,009,925
2027 Total	$ 11,950,000	$ 2,319,838	$ 14,269,838
2028			
Water Fund	$ -	$ -	$ -
Sewer Fund	2,185,000	291,363	2,476,363
Sales & Use Tax Capital Improvements Fund	2,375,000	309,033	2,684,033
Development Agreements Fund	4,550,000	559,467	5,109,467
Open Space & Parks Fund	-	-	-
Certificates Of Participation	3,265,000	739,175	4,004,175
2028 Total	$ 12,375,000	$ 1,899,038	$ 14,274,038
2029			
Water Fund	$ -	$ -	$ -
Sewer Fund	2,260,000	225,813	2,485,813
Sales & Use Tax Capital Improvements Fund	2,475,000	237,783	2,712,783
Development Agreements Fund	4,650,000	422,966	5,072,966
Open Space & Parks Fund	-	-	-
Certificates Of Participation	11,845,000	592,250	12,437,250
2029 Total	$ 21,230,000	$ 1,478,812	$ 22,708,812
2030			
Water Fund	$ -	$ -	$ -
Sewer Fund	2,345,000	155,188	2,500,188
Sales & Use Tax Capital Improvements Fund	2,645,000	163,533	2,808,533
Development Agreements Fund	4,700,000	283,467	4,983,467
Open Space & Parks Fund	-	-	-
Certificates Of Participation	-	-	-
2030 Total	$ 9,690,000	$ 602,188	$ 10,292,188

Table 4D is continued on the next page.

TABLE 4D - PAGE 4
CITY AND COUNTY OF BROOMFIELD BUDGET
DETAIL - SCHEDULE OF PRINCIPAL & INTEREST PAYMENTS
BONDS, COPS, AND LEASE/PURCHASE PAYMENTS

Year/Bonds	Principal	Interest	Total P & I
2031			
Water Fund	$ -	$ -	$ -
Sewer Fund	2,430,000	78,975	2,508,975
Sales & Use Tax Capital Improvements Fund	2,806,113	84,184	2,890,297
Development Agreements Fund	4,748,887	142,467	4,891,354
Open Space & Parks Fund	-	-	-
Certificates Of Participation	-	-	-
2031 Total	$ 9,985,000	$ 305,626	$ 10,290,626
Total - All			
Water Fund	$ 45,270,000	$ 11,972,949	$ 57,242,949
Sewer Fund	$ 41,805,000	$ 15,874,425	$ 57,679,425
Sales & Use Tax Capital Improvements Fund	$ 42,509,787	$ 16,190,620	$ 58,700,407
Development Agreements Fund	$ 56,833,887	$ 25,359,441	$ 82,193,328
Open Space & Parks Fund	$ 4,981,326	$ 1,551,214	$ 6,532,540
Certificates Of Participation	$ 77,380,000	$ 32,907,675	$ 110,287,675
Total - All	$ 268,780,000	$ 103,856,324	$ 372,636,324

TABLE 5A
CITY & COUNTY OF BROOMFIELD BUDGET
SUMMARY - TOTAL CITY & COUNTY PERSONNEL COMPLEMENT (FULL AND PART TIME FTE)

Function/Activity	ACTUAL 2013 Total FTE	ORIGINAL BUDGET 2014 Total FTE	REVISED BUDGET 2014 Total FTE	ORIGINAL BUDGET 2015 Total FTE
City of Broomfield				
General Government	37.12	37.12	40.12	40.12
Finance	27.13	28.20	28.20	29.20
Information Technology	18.00	18.00	18.50	19.50
Community Development	38.50	40.70	40.70	40.95
Public Safety - Police	125.35	124.35	124.35	125.35
Community Resources	109.81	110.71	110.71	110.91
Public Works	150.85	151.65	151.65	154.45
Total City	**506.76**	**510.73**	**514.23**	**520.48**
County of Broomfield				
General Government	24.00	24.00	22.20	23.20
Finance	4.00	4.00	4.00	4.00
Community Development	2.00	2.00	2.00	2.00
Public Safety - Police	67.00	69.00	69.00	69.00
Health and Human Services	76.72	89.75	89.25	89.75
Total County	**173.72**	**188.75**	**186.45**	**187.95**
Total City and County	**680.48**	**699.48**	**700.68**	**708.43**
City of Broomfield - LIMITED APPOINTMENT				
Community Development	4.20	3.00	2.00	2.00
Public Safety - Police	7.00	7.00	7.00	7.00
Public Works	-	2.00	2.00	2.00
Total City - LIMITED APPT	**11.20**	**12.00**	**11.00**	**11.00**
County of Broomfield - LIMITED APPOINTMENT				
Public Safety - Police	1.00	-	-	-
Health and Human Services	14.58	3.78	3.28	4.28
Total County- LIMITED APPT	**15.58**	**3.78**	**3.28**	**4.28**
Total City and County -LIMITED APPT	**26.78**	**15.78**	**14.28**	**15.28**
COMBINED CITY AND COUNTY (INCLUDING LIMITED APPOINTMENT)				
General Government	61.12	61.12	62.32	63.32
Finance	31.13	32.20	32.20	33.20
Information Technology	18.00	18.00	18.50	19.50
Community Development	44.70	45.70	44.70	44.95
Public Safety - Police	200.35	200.35	200.35	201.35
Community Resources	109.81	110.71	110.71	110.91
Public Works	150.85	153.65	153.65	156.45
Health and Human Services	91.30	93.53	92.53	94.03
Total - City and County	**707.26**	**715.26**	**714.96**	**723.71**

TABLE 5B - PAGE 1
DETAILS - TOTAL CITY & COUNTY PERSONNEL COMPLEMENT
CITY - REGULAR FULL AND PART TIME FTE

Function/Department	ACTUAL -2013			ORIGINAL BUDGET -2014			REVISED BUDGET -2014			ORIGINAL BUDGET -2015		
	Full Time	Part Time	Total FTE	Full Time	Part Time	Total FTE	Full Time	Part Time	Total FTE	Full Time	Part Time	Total FTE
City of Broomfield												
General Government												
Executive Management	6.00	0.80	6.80	6.00	0.80	6.80	6.00	0.80	6.80	6.00	0.80	6.80
Project Administration	1.00	-	1.00	1.00	-	1.00	-	-	-	-	-	-
Economic Development	2.00	-	2.00	2.00	-	2.00	2.00	-	2.00	2.00	-	2.00
Internal Audit	1.00	-	1.00	1.00	-	1.00	1.00	-	1.00	1.00	-	1.00
City Clerk	3.00	1.60	4.60	3.00	1.60	4.60	3.00	1.60	4.60	3.00	1.60	4.60
City Attorney	3.15	-	3.15	3.15	-	3.15	3.15	-	3.15	3.15	-	3.15
Communications	3.00	-	3.00	3.00	-	3.00	5.00	-	5.00	5.00	-	5.00
Citizen's Assistance Center	3.00	-	3.00	3.00	-	3.00	5.00	-	5.00	5.00	-	5.00
Human Resources	5.00	1.92	6.92	5.00	1.92	6.92	6.00	0.92	6.92	6.00	0.92	6.92
Municipal Court	4.00	0.65	4.65	4.00	0.65	4.65	4.00	0.65	4.65	4.00	0.65	4.65
Housing Authority	1.00	-	1.00	1.00	-	1.00	1.00	-	1.00	1.00	-	1.00
Total General Government	**32.15**	**4.97**	**37.12**	**32.15**	**4.97**	**37.12**	**36.15**	**3.97**	**40.12**	**36.15**	**3.97**	**40.12**
Finance												
Fiscal Services	11.00	1.46	12.46	11.00	1.46	12.46	11.00	1.46	12.46	11.40	2.06	13.46
Budget & Compliance	3.00	1.23	4.23	3.00	1.30	4.30	3.00	1.30	4.30	3.60	0.70	4.30
Risk Management	0.35	-	0.35	1.35	-	1.35	1.35	-	1.35	1.35	-	1.35
Purchasing	1.65	0.64	2.29	1.65	0.64	2.29	1.65	0.64	2.29	1.65	0.64	2.29
Revenue Management	2.00	-	2.00	2.00	-	2.00	2.00	-	2.00	2.00	-	2.00
Utility Billing - Water	3.00	1.35	4.35	3.00	1.35	4.35	3.00	1.35	4.35	3.00	1.35	4.35
Utility Billing - Sewer	1.00	0.45	1.45	1.00	0.45	1.45	1.00	0.45	1.45	1.00	0.45	1.45
Total Finance	**22.00**	**5.13**	**27.13**	**23.00**	**5.20**	**28.20**	**23.00**	**5.20**	**28.20**	**24.00**	**5.20**	**29.20**
Information Technology												
Applications	5.66	-	5.66	5.66	-	5.66	5.66	0.50	6.16	6.66	0.50	7.16
Client Services	3.66	-	3.66	3.66	-	3.66	3.66	-	3.66	3.66	-	3.66
Operations	5.68	-	5.68	5.68	-	5.68	5.68	-	5.68	5.68	-	5.68
Geographic Information Services - IT	2.00	-	2.00	2.00	-	2.00	2.00	-	2.00	2.00	-	2.00
Telecommunications	1.00	-	1.00	1.00	-	1.00	1.00	-	1.00	1.00	-	1.00
Total Information Technology	**18.00**	**-**	**18.00**	**18.00**	**-**	**18.00**	**18.00**	**0.50**	**18.50**	**19.00**	**0.50**	**19.50**
Community Development												
Administration	3.00	0.50	3.50	3.00	0.50	3.50	3.00	0.50	3.50	3.00	0.63	3.63
Planning	5.30	0.80	6.10	5.50	0.80	6.30	5.50	0.80	6.30	5.50	0.80	6.30
Engineering	6.70	2.00	8.70	6.50	2.00	8.50	6.50	2.00	8.50	6.50	2.13	8.63
Building Inspections	10.00	-	10.00	10.00	-	10.00	10.00	-	10.00	10.00	-	10.00
Geographic Information Services	2.50	-	2.50	2.50	-	2.50	2.50	-	2.50	2.50	-	2.50
Code Compliance	4.00	-	4.00	4.00	-	4.00	4.00	-	4.00	4.00	-	4.00
Capital Improvements	2.50	1.20	3.70	4.50	1.40	5.90	4.50	1.40	5.90	4.50	1.40	5.90
Total Community Development	**34.00**	**4.50**	**38.50**	**36.00**	**4.70**	**40.70**	**36.00**	**4.70**	**40.70**	**36.00**	**4.95**	**40.95**
Public Safety - Police												
Administration	6.00	0.80	6.80	6.00	0.80	6.80	6.00	0.80	6.80	6.00	0.80	6.80
Investigations	18.00	-	18.00	18.00	-	18.00	18.00	-	18.00	18.00	-	18.00
Patrol	56.00	1.55	57.55	55.00	1.55	56.55	55.00	1.55	56.55	56.00	1.55	57.55
Records and Communications	17.00	-	17.00	17.00	-	17.00	17.00	-	17.00	17.00	-	17.00
Special Operations	5.00	-	5.00	5.00	-	5.00	5.00	-	5.00	5.00	-	5.00
Traffic	9.00	-	9.00	9.00	-	9.00	9.00	-	9.00	9.00	-	9.00
Animal Control Unit	3.00	-	3.00	3.00	-	3.00	3.00	-	3.00	3.00	-	3.00
Flatiron Services Unit	3.00	-	3.00	3.00	-	3.00	4.00	-	4.00	4.00	-	4.00
Northwest Parkway	2.00	-	2.00	2.00	-	2.00	2.00	-	2.00	2.00	-	2.00
North Metro Drug Task Force	3.00	-	3.00	3.00	-	3.00	2.00	-	2.00	2.00	-	2.00
Event Center	1.00	-	1.00	1.00	-	1.00	1.00	-	1.00	1.00	-	1.00
Total Public Safety - Police	**123.00**	**2.35**	**125.35**	**122.00**	**2.35**	**124.35**	**122.00**	**2.35**	**124.35**	**123.00**	**2.35**	**125.35**
Community Resources												
Cultural Affairs	2.50	1.40	3.90	2.55	1.50	4.05	2.55	1.50	4.05	2.55	1.50	4.05
Open Space & Trails	2.15	-	2.15	2.15	-	2.15	2.15	-	2.15	2.15	-	2.15
Public Library	12.50	15.09	27.59	12.45	15.89	28.34	12.45	15.89	28.34	12.45	16.09	28.54
Museum Director	-	0.80	0.80	-	0.80	0.80	-	0.80	0.80	-	0.80	0.80
Cemetery	0.25	-	0.25	0.25	-	0.25	0.25	-	0.25	0.25	-	0.25
Recreation Administration	1.20	-	1.20	1.20	-	1.20	1.20	-	1.20	1.20	-	1.20
Recreation Facilities and Programs	23.65	50.27	73.92	25.65	48.27	73.92	25.65	48.27	73.92	25.65	48.27	73.92
Total Community Resources	**42.25**	**67.56**	**109.81**	**44.25**	**66.46**	**110.71**	**44.25**	**66.46**	**110.71**	**44.25**	**66.66**	**110.91**
Public Works												
Administration	2.75	-	2.75	2.75	-	2.75	2.75	-	2.75	1.75	-	1.75
Fleet Maintenance	7.10	1.60	8.70	7.10	1.60	8.70	7.10	1.60	8.70	7.10	2.40	9.50
Park Maintenance	31.20	-	31.20	31.20	-	31.20	31.20	-	31.20	32.20	-	32.20
Cemetery Maintenance	1.00	-	1.00	1.00	-	1.00	1.00	-	1.00	1.00	-	1.00
Facility Maintenance	23.15	6.90	30.05	23.15	7.70	30.85	23.15	7.70	30.85	24.15	7.70	31.85
Streets - Maintenance of Condition	6.83	-	6.83	6.83	-	6.83	6.83	-	6.83	6.83	-	6.83
Streets - Snow and Ice Control	0.96	-	0.96	0.96	-	0.96	0.96	-	0.96	0.96	-	0.96
Streets - Traffic Control	5.94	-	5.94	5.94	-	5.94	5.94	-	5.94	5.94	-	5.94
Streets - Cleaning	2.42	-	2.42	2.42	-	2.42	2.42	-	2.42	2.42	-	2.42
Water - Supply	2.30	-	2.30	2.30	-	2.30	2.30	-	2.30	2.30	-	2.30
Water - Treatment Plant	9.40	-	9.40	9.40	-	9.40	9.40	-	9.40	9.40	-	9.40
Water - Systems Operations/Maintenance	10.95	-	10.95	10.95	-	10.95	10.95	-	10.95	11.45	-	11.45
Water - Environmental Monitoring	7.75	-	7.75	7.75	-	7.75	7.75	-	7.75	7.75	-	7.75
Wastewater - System Operations/Maintenanc	7.45	-	7.45	7.45	-	7.45	7.45	-	7.45	7.95	-	7.95
Wastewater - Treatment Plant	11.00	0.80	11.80	11.00	0.80	11.80	11.00	0.80	11.80	11.00	0.80	11.80
Wastewater - Industrial Pretreatment	2.50	-	2.50	2.50	-	2.50	2.50	-	2.50	2.50	-	2.50
Wastewater - Laboratory Operations	4.25	0.80	5.05	4.25	0.80	5.05	4.25	0.80	5.05	4.25	0.80	5.05
Storm Water	2.50	-	2.50	2.50	-	2.50	2.50	-	2.50	2.50	-	2.50
Water Reclamation	1.30	-	1.30	1.30	-	1.30	1.30	-	1.30	1.30	-	1.30
Total Public Works	**140.75**	**10.10**	**150.85**	**140.75**	**10.90**	**151.65**	**140.75**	**10.90**	**151.65**	**142.75**	**11.70**	**154.45**
City - Total Full and Part Time	**412.15**	**94.61**	**506.76**	**416.15**	**94.58**	**510.73**	**420.15**	**94.08**	**514.23**	**425.15**	**95.33**	**520.48**

Table 5B is continued on the next page.

TABLE 5B - PAGE 2
DETAILS - TOTAL CITY & COUNTY PERSONNEL COMPLEMENT
COUNTY - REGULAR FULL AND PART TIME FTE

Function/Department	ACTUAL -2013			ORIGINAL BUDGET -2014			REVISED BUDGET -2014			ORIGINAL BUDGET -2015		
	Full Time	Part Time	Total FTE	Full Time	Part Time	Total FTE	Full Time	Part Time	Total FTE	Full Time	Part Time	Total FTE
County of Broomfield												
General Government												
Clerk and Recorder - Administration	1.00	-	1.00	1.00	-	1.00	1.00	-	1.00	1.00	-	1.00
Elections	2.00	-	2.00	2.00	-	2.00	3.00	-	3.00	3.00	-	3.00
Motor Vehicle	7.00	-	7.00	7.00	-	7.00	7.00	-	7.00	7.00	-	7.00
Central Records Office	4.00	0.80	4.80	4.00	0.80	4.80	-	-	-	-	-	-
Recorder	-	-	-	-	-	-	2.00	-	2.00	2.00	-	2.00
County Attorney	1.20	-	1.20	1.20	-	1.20	1.20	-	1.20	1.20	-	1.20
Assessor	8.00	-	8.00	8.00	-	8.00	8.00	-	8.00	9.00	-	9.00
Total General Government	**23.20**	**0.80**	**24.00**	**23.20**	**0.80**	**24.00**	**22.20**	**-**	**22.20**	**23.20**	**-**	**23.20**
Finance												
Revenue Management	4.00	-	4.00	4.00	-	4.00	4.00	-	4.00	4.00	-	4.00
Total Finance	**4.00**	**-**	**4.00**	**4.00**	**-**	**4.00**	**4.00**	**-**	**4.00**	**4.00**	**-**	**4.00**
Community Development												
Geographic Information Services	2.00	-	2.00	2.00	-	2.00	2.00	-	2.00	2.00	-	2.00
Total Community Development	**2.00**	**-**	**2.00**	**2.00**	**-**	**2.00**	**2.00**	**-**	**2.00**	**2.00**	**-**	**2.00**
Public Safety - Police												
Patrol	-	-	-	-	-	-	-	-	-	-	-	-
Training	6.00	-	6.00	6.00	-	6.00	6.00	-	6.00	6.00	-	6.00
Detention Administration	7.00	-	7.00	7.00	-	7.00	7.00	-	7.00	7.00	-	7.00
Detention Operations	34.00	-	34.00	35.00	-	35.00	35.00	-	35.00	35.00	-	35.00
Court Security	6.00	-	6.00	7.00	-	7.00	7.00	-	7.00	7.00	-	7.00
Transport	4.00	-	4.00	4.00	-	4.00	4.00	-	4.00	4.00	-	4.00
Inmate Programs	-	-	-	-	-	-	-	-	-	-	-	-
Building Maintenance	1.00	-	1.00	1.00	-	1.00	1.00	-	1.00	1.00	-	1.00
Emergency Management	2.00	-	2.00	2.00	-	2.00	2.00	-	2.00	2.00	-	2.00
Civil Process	4.00	-	4.00	4.00	-	4.00	4.00	-	4.00	4.00	-	4.00
Property/Evidence	3.00	-	3.00	3.00	-	3.00	3.00	-	3.00	3.00	-	3.00
Total Public Safety - Police	**67.00**	**-**	**67.00**	**69.00**	**-**	**69.00**	**69.00**	**-**	**69.00**	**69.00**	**-**	**69.00**
Health and Human Services												
HS - Support	2.65	-	2.65	2.65	-	2.65	2.65	-	2.65	2.65	-	2.65
HS - Operations & Administration	8.02	-	8.02	8.03	-	8.03	7.94	-	7.94	7.21	-	7.21
HS - Child Welfare	18.61	-	18.61	19.44	-	19.44	19.47	-	19.47	19.50	-	19.50
HS - Child Care Assistance	1.28	-	1.28	1.27	-	1.27	1.27	-	1.27	1.14	-	1.14
HS - Public Assistance	9.29	0.40	9.69	9.98	0.40	10.38	10.08	0.40	10.48	10.97	0.90	11.87
HS - Adult Services	1.00	-	1.00	1.00	-	1.00	1.00	-	1.00	1.00	-	1.00
HS - Child Support Enforcement	3.49	0.50	3.99	3.43	0.50	3.93	3.43	0.50	3.93	3.73	0.50	4.23
HS - TANF Administration	2.64	-	2.64	3.85	-	3.85	3.85	-	3.85	3.85	-	3.85
HS - Workforce Center	2.19	-	2.19	9.29	0.80	10.09	9.24	0.80	10.04	9.31	0.80	10.11
PH - Administration	2.15	-	2.15	2.38	-	2.38	2.39	-	2.39	1.96	-	1.96
PH - Reproductive Health	1.20	0.50	1.70	1.15	1.00	2.15	1.15	1.00	2.15	1.15	1.00	2.15
PH - Women, Infants & Children	1.35	0.50	1.85	1.35	0.50	1.85	1.35	-	1.35	1.50	-	1.50
PH - Immunizations	3.60	-	3.60	4.65	-	4.65	4.65	-	4.65	4.65	-	4.65
PH - Environmental Health	4.60	0.50	5.10	4.60	0.50	5.10	4.60	0.50	5.10	4.60	0.50	5.10
PH - Health Promotions	1.30	-	1.30	1.30	-	1.30	1.30	-	1.30	1.15	-	1.15
PH - Vital Statistics	0.25	-	0.25	0.25	-	0.25	0.25	-	0.25	0.25	-	0.25
PH - CSU Extension	0.03	0.50	0.53	0.03	0.50	0.53	0.03	0.50	0.53	0.03	0.50	0.53
PH - Child with Special Needs	1.00	-	1.00	1.00	-	1.00	1.00	-	1.00	1.00	-	1.00
Seniors - Administration	2.00	-	2.00	2.00	-	2.00	2.00	-	2.00	2.00	-	2.00
Seniors - Community Services	1.00	-	1.00	1.00	-	1.00	1.00	-	1.00	1.00	-	1.00
Seniors - Easy Ride	1.00	2.07	3.07	3.00	0.80	3.80	3.00	0.80	3.80	3.00	0.80	3.80
Seniors - Senior Nutrition	1.00	2.10	3.10	1.00	2.10	3.10	1.00	2.10	3.10	1.00	2.10	3.10
Total Health and Human Services	**69.65**	**7.07**	**76.72**	**82.65**	**7.10**	**89.75**	**82.65**	**6.60**	**89.25**	**82.65**	**7.10**	**89.75**
Total County Full and Part Time	**165.85**	**7.87**	**173.72**	**180.85**	**7.90**	**188.75**	**179.85**	**6.60**	**186.45**	**180.85**	**7.10**	**187.95**
Total City & County Full and Part Time	**578.00**	**102.48**	**680.48**	**597.00**	**102.48**	**699.48**	**600.00**	**100.68**	**700.68**	**606.00**	**102.43**	**708.43**

Table 5B is continued on the next page.

TABLE 5B - PAGE 3
DETAILS - TOTAL CITY & COUNTY PERSONNEL COMPLEMENT
CITY LIMITED APPOINTMENT -FULL AND PART TIME FTE

Function/Department	ACTUAL -2013			ORIGINAL BUDGET -2014			REVISED BUDGET -2014			ORIGINAL BUDGET -2015		
	Full Time	Part Time	Total FTE	Full Time	Part Time	Total FTE	Full Time	Part Time	Total FTE	Full Time	Part Time	Total FTE
City of Broomfield												
Community Development												
Administration	-	-	-	-	-	-	-	-	-	-	-	-
Planning	-	-	-	-	-	-	-	-	-	-	-	-
Engineering	-	-	-	-	-	-	1.00	-	1.00	1.00	-	1.00
Building Inspections	2.00	-	2.00	2.00	-	2.00	-	-	-	-	-	-
Geographic Information Services	-	-	-	-	-	-	-	-	-	-	-	-
Code Compliance	-	-	-	-	-	-	-	-	-	-	-	-
Capital Improvements	2.00	0.20	2.20	1.00	-	1.00	1.00	-	1.00	1.00	-	1.00
Total Community Development	**4.00**	**0.20**	**4.20**	**3.00**	**-**	**3.00**	**2.00**	**-**	**2.00**	**2.00**	**-**	**2.00**
Public Safety - Police												
Administration	-	-	-	-	-	-	-	-	-	-	-	-
Investigations	-	-	-	-	-	-	-	-	-	-	-	-
Patrol	-	-	-	-	-	-	-	-	-	-	-	-
Training	-	-	-	-	-	-	-	-	-	-	-	-
Records and Communications	-	-	-	-	-	-	-	-	-	-	-	-
Special Operations	-	-	-	-	-	-	-	-	-	-	-	-
Traffic Unit	-	-	-	-	-	-	-	-	-	-	-	-
Animal Control Unit	-	-		-	-		-	-		-	-	
Communications - North Metro Fire	6.00	-	6.00	6.00	-	6.00	6.00	-	6.00	6.00	-	6.00
Flatiron Services Unit	-	-	-	-	-	-	-	-	-	-	-	-
Northwest Parkway	-	-	-	-	-	-	-	-	-	-	-	-
North Metro Task Force	1.00	-	1.00	1.00	-	1.00	1.00	-	1.00	1.00	-	1.00
Property/Evidence	-	-	-	-	-	-	-	-	-	-	-	-
Event Center	-	-	-	-	-	-	-	-	-	-	-	-
Total Public Safety - Police	**7.00**	**-**	**7.00**	**7.00**	**-**	**7.00**	**7.00**	**-**	**7.00**	**7.00**	**-**	**7.00**
Public Works												
Park Maintenance	-	-	-	2.00	-	2.00	2.00	-	2.00	2.00	-	2.00
Total Public Works	**-**	**-**	**-**	**2.00**	**-**	**2.00**	**2.00**	**-**	**2.00**	**2.00**	**-**	**2.00**
City - Total Full and Part Time	**11.00**	**0.20**	**11.20**	**12.00**	**-**	**12.00**	**11.00**	**-**	**11.00**	**11.00**	**-**	**11.00**
County of Broomfield												
Public Safety - Police												
Patrol	-	-	-	-	-	-	-	-	-	-	-	-
Training	-	-	-	-	-	-	-	-	-	-	-	-
Detention Administration	-	-	-	-	-	-	-	-	-	-	-	-
Detention Operations	-	-	-	-	-	-	-	-	-	-	-	-
Court Security	1.00	-	1.00	-	-	-	-	-	-	-	-	-
Transport	-	-	-	-	-	-	-	-	-	-	-	-
Inmate Programs	-	-	-	-	-	-	-	-	-	-	-	-
Building Maintenance	-	-	-	-	-	-	-	-	-	-	-	-
Emergency Management	-	-	-	-	-	-	-	-	-	-	-	-
Civil Process	-	-	-	-	-	-	-	-	-	-	-	-
Total Public Safety - Police	**1.00**	**-**	**1.00**	**-**	**-**	**-**	**-**	**-**	**-**	**-**	**-**	**-**
Health and Human Services												
HS - Support	-	-	-	-	-	-	-	-	-	-	-	-
HS - Operations & Administration	-	-	-	-	-	-	-	-	-	-	-	-
HS - Child Welfare	1.25	-	1.25	-	-	-	-	-	-	-	-	-
HS - Child Care Assistance	-	-	-	-	-	-	-	-	-	-	-	-
HS - Public Assistance	1.80	-	1.80	2.00	0.50	2.50	2.00	-	2.00	3.00	-	3.00
HS - Adult Services	-	-	-	-	-	-	-	-	-	-	-	-
HS - Child Support Enforcement	-	-	-	-	-	-	-	-	-	-	-	-
HS - TANF Administration	1.20	-	1.20	-	-	-	-	-	-	-	-	-
HS - Workforce Center	6.75	2.08	8.83	-	1.28	1.28	-	1.28	1.28	-	1.28	1.28
PH - Administration	-	-	-	-	-	-	-	-	-	-	-	-
PH - Reproductive Health	-	0.50	0.50	-	-	-	-	-	-	-	-	-
PH - Women, Infants & Children	-	-	-	-	-	-	-	-	-	-	-	-
PH - Immunizations	1.00	-	1.00	-	-	-	-	-	-	-	-	-
PH - Environmental Health	-	-	-	-	-	-	-	-	-	-	-	-
PH - Health Promotions	-	-	-	-	-	-	-	-	-	-	-	-
PH - Vital Statistics	-	-	-	-	-	-	-	-	-	-	-	-
PH - CSU Extension	-	-	-	-	-	-	-	-	-	-	-	-
PH - Child with Special Needs	-	-	-	-	-	-	-	-	-	-	-	-
Seniors - Administration	-	-	-	-	-	-	-	-	-	-	-	-
Seniors - Community Services	-	-	-	-	-	-	-	-	-	-	-	-
Seniors - Easy Ride	-	-	-	-	-	-	-	-	-	-	-	-
Seniors - Catering	-	-	-	-	-	-	-	-	-	-	-	-
Seniors - Senior Nutrition	-	-	-	-	-	-	-	-	-	-	-	-
Total Health and Human Services	**12.00**	**2.58**	**14.58**	**2.00**	**1.78**	**3.78**	**2.00**	**1.28**	**3.28**	**3.00**	**1.28**	**4.28**
Total County Full and Part Time	**13.00**	**2.58**	**15.58**	**2.00**	**1.78**	**3.78**	**2.00**	**1.28**	**3.28**	**3.00**	**1.28**	**4.28**
Total City & County Full and Part Time	**24.00**	**2.78**	**26.78**	**14.00**	**1.78**	**15.78**	**13.00**	**1.28**	**14.28**	**14.00**	**1.28**	**15.28**

Table 5B is continued on the next page.

TABLE 5B - PAGE 4
DETAILS - COMBINED CITY & COUNTY FULL AND PART TIME PERSONNEL COMPLEMENT
BY FUNCTION AND DEPARTMENT

Function/Department	ACTUAL -2013			ORIGINAL BUDGET -2014			REVISED BUDGET -2014			ORIGINAL BUDGET -2015		
	Full Time	Part Time	Total FTE	Full Time	Part Time	Total FTE	Full Time	Part Time	Total FTE	Full Time	Part Time	Total FTE
Combined City & County												
General Government												
Executive Management	6.00	0.80	6.80	6.00	0.80	6.80	6.00	0.80	6.80	6.00	0.80	6.80
Project Administration	1.00	-	1.00	1.00	-	1.00	-	-	-	-	-	-
Economic Development	2.00	-	2.00	2.00	-	2.00	2.00	-	2.00	2.00	-	2.00
Internal Audit	1.00	-	1.00	1.00	-	1.00	1.00	-	1.00	1.00	-	1.00
City Clerk	3.00	1.60	4.60	3.00	1.60	4.60	3.00	1.60	4.60	3.00	1.60	4.60
Clerk and Recorder - Administration	1.00	-	1.00	1.00	-	1.00	1.00	-	1.00	1.00	-	1.00
Elections	2.00	-	2.00	2.00	-	2.00	3.00	-	3.00	3.00	-	3.00
Motor Vehicle	7.00	-	7.00	7.00	-	7.00	7.00	-	7.00	7.00	-	7.00
Central Records Office	4.00	0.80	4.80	4.00	0.80	4.80	-	-	-	-	-	-
Recorder	-	-	-	-	-	-	2.00	-	2.00	2.00	-	2.00
City Attorney	3.15	-	3.15	3.15	-	3.15	3.15	-	3.15	3.15	-	3.15
County Attorney	1.20	-	1.20	1.20	-	1.20	1.20	-	1.20	1.20	-	1.20
Communications	3.00	-	3.00	3.00	-	3.00	5.00	-	5.00	5.00	-	5.00
Citizen's Assistance Center	3.00	-	3.00	3.00	-	3.00	5.00	-	5.00	5.00	-	5.00
Human Resources	5.00	1.92	6.92	5.00	1.92	6.92	6.00	0.92	6.92	6.00	0.92	6.92
Municipal Court	4.00	0.65	4.65	4.00	0.65	4.65	4.00	0.65	4.65	4.00	0.65	4.65
Housing Authority	1.00	-	1.00	1.00	-	1.00	1.00	-	1.00	1.00	-	1.00
Assessor	8.00	-	8.00	8.00	-	8.00	8.00	-	8.00	9.00	-	9.00
Total General Government	**55.35**	**5.77**	**61.12**	**55.35**	**5.77**	**61.12**	**58.35**	**3.97**	**62.32**	**59.35**	**3.97**	**63.32**
Finance												
Fiscal Services	11.00	1.46	12.46	11.00	1.46	12.46	11.00	1.46	12.46	11.40	2.06	13.46
Budget & Compliance	3.00	1.23	4.23	3.00	1.30	4.30	3.00	1.30	4.30	3.60	0.70	4.30
Risk Management	0.35	-	0.35	1.35	-	1.35	1.35	-	1.35	1.35	-	1.35
Purchasing	1.65	0.64	2.29	1.65	0.64	2.29	1.65	0.64	2.29	1.65	0.64	2.29
Revenue Management - City	2.00	-	2.00	2.00	-	2.00	2.00	-	2.00	2.00	-	2.00
Revenue Management - County	4.00	-	4.00	4.00	-	4.00	4.00	-	4.00	4.00	-	4.00
Utility Billing - Water	3.00	1.35	4.35	3.00	1.35	4.35	3.00	1.35	4.35	3.00	1.35	4.35
Utility Billing - Sewer	1.00	0.45	1.45	1.00	0.45	1.45	1.00	0.45	1.45	1.00	0.45	1.45
Total Finance	**26.00**	**5.13**	**31.13**	**27.00**	**5.20**	**32.20**	**27.00**	**5.20**	**32.20**	**28.00**	**5.20**	**33.20**
Information Technology												
Applications	5.66	-	5.66	5.66	-	5.66	5.66	0.50	6.16	6.66	0.50	7.16
Client Services	3.66	-	3.66	3.66	-	3.66	3.66	-	3.66	3.66	-	3.66
Operations	5.68	-	5.68	5.68	-	5.68	5.68	-	5.68	5.68	-	5.68
Geographic Information Services - IT	2.00	-	2.00	2.00	-	2.00	2.00	-	2.00	2.00	-	2.00
Telecommunications	1.00	-	1.00	1.00	-	1.00	1.00	-	1.00	1.00	-	1.00
Total Information Technology	**18.00**	**-**	**18.00**	**18.00**	**-**	**18.00**	**18.00**	**0.50**	**18.50**	**19.00**	**0.50**	**19.50**
Community Development												
Administration	3.00	0.50	3.50	3.00	0.50	3.50	3.00	0.50	3.50	3.00	0.63	3.63
Planning	5.30	0.80	6.10	5.50	0.80	6.30	5.50	0.80	6.30	5.50	0.80	6.30
Engineering	6.70	2.00	8.70	6.50	2.00	8.50	7.50	2.00	9.50	7.50	2.13	9.63
Building Inspections	12.00	-	12.00	12.00	-	12.00	10.00	-	10.00	10.00	-	10.00
Geographic Information Services - City	2.50	-	2.50	2.50	-	2.50	2.50	-	2.50	2.50	-	2.50
Geographic Information Services - County	2.00	-	2.00	2.00	-	2.00	2.00	-	2.00	2.00	-	2.00
Code Compliance	4.00	-	4.00	4.00	-	4.00	4.00	-	4.00	4.00	-	4.00
Capital Improvements	4.50	1.40	5.90	5.50	1.40	6.90	5.50	1.40	6.90	5.50	1.40	6.90
Total Community Development	**40.00**	**4.70**	**44.70**	**41.00**	**4.70**	**45.70**	**40.00**	**4.70**	**44.70**	**40.00**	**4.95**	**44.95**
Public Safety - Police												
Administration	6.00	0.80	6.80	6.00	0.80	6.80	6.00	0.80	6.80	6.00	0.80	6.80
Investigations	18.00	-	18.00	18.00	-	18.00	18.00	-	18.00	18.00	-	18.00
Patrol - City	56.00	1.55	57.55	55.00	1.55	56.55	54.00	1.55	55.55	55.00	1.55	56.55
Training - County	6.00	-	6.00	6.00	-	6.00	6.00	-	6.00	6.00	-	6.00
Records and Communications	17.00	-	17.00	17.00	-	17.00	17.00	-	17.00	17.00	-	17.00
Special Operations	5.00	-	5.00	5.00	-	5.00	5.00	-	5.00	5.00	-	5.00
Traffic Unit	9.00	-	9.00	9.00	-	9.00	9.00	-	9.00	9.00	-	9.00
Animal Control Unit	3.00	-	3.00	3.00	-	3.00	3.00	-	3.00	3.00	-	3.00
Communications - North Metro Fire	6.00	-	6.00	6.00	-	6.00	6.00	-	6.00	6.00	-	6.00
Flatiron Services Unit	3.00	-	3.00	3.00	-	3.00	4.00	-	4.00	4.00	-	4.00
Northwest Parkway	2.00	-	2.00	2.00	-	2.00	2.00	-	2.00	2.00	-	2.00
North Metro Task Force	4.00	-	4.00	4.00	-	4.00	4.00	-	4.00	4.00	-	4.00
Event Center	1.00	-	1.00	1.00	-	1.00	1.00	-	1.00	1.00	-	1.00
Detention Administration	7.00	-	7.00	7.00	-	7.00	7.00	-	7.00	7.00	-	7.00
Detention Operations	34.00	-	34.00	35.00	-	35.00	35.00	-	35.00	35.00	-	35.00
Court Security	7.00	-	7.00	7.00	-	7.00	7.00	-	7.00	7.00	-	7.00
Transport	4.00	-	4.00	4.00	-	4.00	4.00	-	4.00	4.00	-	4.00
Building Maintenance	1.00	-	1.00	1.00	-	1.00	1.00	-	1.00	1.00	-	1.00
Emergency Management	2.00	-	2.00	2.00	-	2.00	2.00	-	2.00	2.00	-	2.00
Civil Process	4.00	-	4.00	4.00	-	4.00	4.00	-	4.00	4.00	-	4.00
Property/Evidence	3.00	-	3.00	3.00	-	3.00	3.00	-	3.00	3.00	-	3.00
Total Public Safety - Police	**198.00**	**2.35**	**200.35**	**198.00**	**2.35**	**200.35**	**198.00**	**2.35**	**200.35**	**199.00**	**2.35**	**201.35**

Table 5B is continued on the next page.

TABLE 5B - PAGE 5
DETAILS - COMBINED CITY & COUNTY FULL AND PART TIME PERSONNEL COMPLEMENT
BY FUNCTION AND DEPARTMENT

Function/Department	ACTUAL -2013			ORIGINAL BUDGET -2014			REVISED BUDGET -2014			ORIGINAL BUDGET -2015		
	Full Time	Part Time	Total FTE	Full Time	Part Time	Total FTE	Full Time	Part Time	Total FTE	Full Time	Part Time	Total FTE
Combined City & County												
Community Resources												
Cultural Affairs	2.50	1.40	3.90	2.55	1.50	4.05	2.55	1.50	4.05	2.55	1.50	4.05
Open Space & Trails	2.15	-	2.15	2.15	-	2.15	2.15	-	2.15	2.15	-	2.15
Public Library	12.50	15.09	27.59	12.45	15.89	28.34	12.45	15.89	28.34	12.45	16.09	28.54
Museum Director	-	0.80	0.80	-	0.80	0.80	-	0.80	0.80	-	0.80	0.80
Cemetery	0.25	-	0.25	0.25	-	0.25	0.25	-	0.25	0.25	-	0.25
Recreation Administration	1.20	-	1.20	1.20	-	1.20	1.20	-	1.20	1.20	-	1.20
Recreation Facilities and Programs	23.65	50.27	73.92	25.65	48.27	73.92	25.65	48.27	73.92	25.65	48.27	73.92
Total Community Resources	**42.25**	**67.56**	**109.81**	**44.25**	**66.46**	**110.71**	**44.25**	**66.46**	**110.71**	**44.25**	**66.66**	**110.91**
Public Works												
Administration	2.75	-	2.75	2.75	-	2.75	2.75	-	2.75	1.75	-	1.75
Fleet Maintenance	7.10	1.60	8.70	7.10	1.60	8.70	7.10	1.60	8.70	7.10	2.40	9.50
Park Maintenance	31.20	-	31.20	33.20	-	33.20	33.20	-	33.20	34.20	-	34.20
Cemetery Maintenance	1.00	-	1.00	1.00	-	1.00	1.00	-	1.00	1.00	-	1.00
Facility Maintenance	23.15	6.90	30.05	23.15	7.70	30.85	23.15	7.70	30.85	24.15	7.70	31.85
Streets - Maintenance of Condition	6.83	-	6.83	6.83	-	6.83	6.83	-	6.83	6.83	-	6.83
Streets - Snow and Ice Control	0.96	-	0.96	0.96	-	0.96	0.96	-	0.96	0.96	-	0.96
Streets - Traffic Control	5.94	-	5.94	5.94	-	5.94	5.94	-	5.94	5.94	-	5.94
Streets - Cleaning	2.42	-	2.42	2.42	-	2.42	2.42	-	2.42	2.42	-	2.42
Water - Supply	2.30	-	2.30	2.30	-	2.30	2.30	-	2.30	2.30	-	2.30
Water - Treatment Plant	9.40	-	9.40	9.40	-	9.40	9.40	-	9.40	9.40	-	9.40
Water - Systems Operations/Maintenance	10.95	-	10.95	10.95	-	10.95	10.95	-	10.95	11.45	-	11.45
Water - Environmental Monitoring	7.75	-	7.75	7.75	-	7.75	7.75	-	7.75	7.75	-	7.75
Wastewater - System Operations/Maintenance	7.45	-	7.45	7.45	-	7.45	7.45	-	7.45	7.95	-	7.95
Wastewater - Treatment Plant	11.00	0.80	11.80	11.00	0.80	11.80	11.00	0.80	11.80	11.00	0.80	11.80
Wastewater - Industrial Pretreatment	2.50	-	2.50	2.50	-	2.50	2.50	-	2.50	2.50	-	2.50
Wastewater - Laboratory Operations	4.25	0.80	5.05	4.25	0.80	5.05	4.25	0.80	5.05	4.25	0.80	5.05
Storm Water	2.50	-	2.50	2.50	-	2.50	2.50	-	2.50	2.50	-	2.50
Water Reclamation	1.30	-	1.30	1.30	-	1.30	1.30	-	1.30	1.30	-	1.30
Total Public Works	**140.75**	**10.10**	**150.85**	**142.75**	**10.90**	**153.65**	**142.75**	**10.90**	**153.65**	**144.75**	**11.70**	**156.45**
Health and Human Services												
HS - Support	2.65	-	2.65	2.65	-	2.65	2.65	-	2.65	2.65	-	2.65
HS - Operations & Administration	8.02	-	8.02	8.03	-	8.03	7.94	-	7.94	7.21	-	7.21
HS - Child Welfare	19.86	-	19.86	19.44	-	19.44	19.47	-	19.47	19.50	-	19.50
HS - Child Care Assistance	1.28	-	1.28	1.27	-	1.27	1.27	-	1.27	1.14	-	1.14
HS - Public Assistance	11.09	0.40	11.49	11.98	0.90	12.88	12.08	0.40	12.48	13.97	0.90	14.87
HS - Adult Services	1.00	-	1.00	1.00	-	1.00	1.00	-	1.00	1.00	-	1.00
HS - Child Support Enforcement	3.49	0.50	3.99	3.43	0.50	3.93	3.43	0.50	3.93	3.73	0.50	4.23
HS - TANF Administration	3.84	-	3.84	3.85	-	3.85	3.85	-	3.85	3.85	-	3.85
HS - Workforce Center	8.94	2.08	11.02	9.29	2.08	11.37	9.24	2.08	11.32	9.31	2.08	11.39
PH - Administration	2.15	-	2.15	2.38	-	2.38	2.39	-	2.39	1.96	-	1.96
PH - Reproductive Health	1.20	1.00	2.20	1.15	1.00	2.15	1.15	1.00	2.15	1.15	1.00	2.15
PH - Women, Infants & Children	1.35	0.50	1.85	1.35	0.50	1.85	1.35	-	1.35	1.50	-	1.50
PH - Immunizations	4.60	-	4.60	4.65	-	4.65	4.65	-	4.65	4.65	-	4.65
PH - Environmental Health	4.60	0.50	5.10	4.60	0.50	5.10	4.60	0.50	5.10	4.60	0.50	5.10
PH - Health Promotions	1.30	-	1.30	1.30	-	1.30	1.30	-	1.30	1.15	-	1.15
PH - Vital Statistics	0.25	-	0.25	0.25	-	0.25	0.25	-	0.25	0.25	-	0.25
PH - CSU Extension	0.03	0.50	0.53	0.03	0.50	0.53	0.03	0.50	0.53	0.03	0.50	0.53
PH - Child with Special Needs	1.00	-	1.00	1.00	-	1.00	1.00	-	1.00	1.00	-	1.00
Seniors - Administration	2.00	-	2.00	2.00	-	2.00	2.00	-	2.00	2.00	-	2.00
Seniors - Community Services	1.00	-	1.00	1.00	-	1.00	1.00	-	1.00	1.00	-	1.00
Seniors - Easy Ride	1.00	2.07	3.07	3.00	0.80	3.80	3.00	0.80	3.80	3.00	0.80	3.80
Seniors - Senior Nutrition	1.00	2.10	3.10	1.00	2.10	3.10	1.00	2.10	3.10	1.00	2.10	3.10
Total Health and Human Services	**81.65**	**9.65**	**91.30**	**84.65**	**8.88**	**93.53**	**84.65**	**7.88**	**92.53**	**85.65**	**8.38**	**94.03**
Total Integrated City & County	**602.00**	**105.26**	**707.26**	**611.00**	**104.26**	**715.26**	**613.00**	**101.96**	**714.96**	**620.00**	**103.71**	**723.71**

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LEGISLATIVE

MISSION

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 quality of life of Broomfield's citizens.

SERVICES



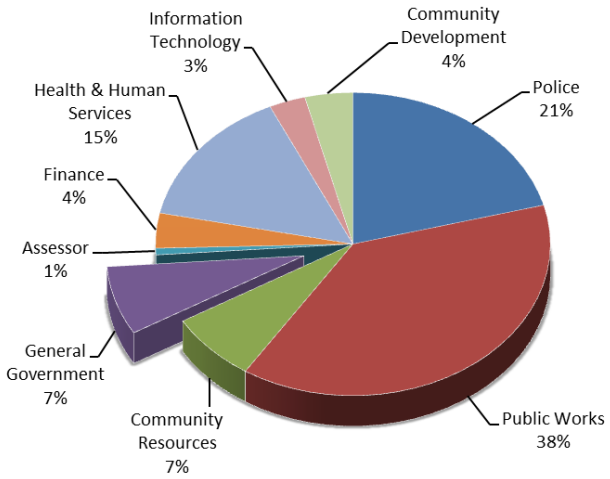
City Council. The City Council consists of a 10-member board and a Mayor who set policies for the City and County of Broomfield. The City Council also serves as the County Board of Commissioners. The citizens of Broomfield elect two council members for each of the five wards that serve staggered four-year terms.

The Mayor serves as the leader of this board with no voting privileges, unless there is a tie. The Mayor is elected at-large for a two-year term. Elections are held every two years.

The Council functions as the policy-setting board for all City and County of Broomfield issues. The City and County Manager, City and County Attorney, Municipal Judge, and several citizen boards report directly to the City Council. Each year, the City Council holds a priority-setting session to focus the year's efforts on the master and strategic plan implementation, based on initiatives that are specific to the current economic and political climate.

Committee Support. The Executive Assistant to the City Manager coordinates the resources required to provide supplies, training, and meals for boards and commissions. There are approximately 31 boards and commissions made up of citizens who volunteer their time to set priorities, develop policy recommendations for council consideration, help evaluate land use submittals against standards, and contribute a citizen's perspective to City and County management.

2015 OPERATING EXPENDITURES



LEGISLATIVE

SERVICES

City Council

Mayor and 10-Member Board
Set Policy for the City and County
Serves as County Board of Commissioners

Supervision of City and County Positions

City and County Manager
City and County Attorney
Municipal Judge

FINANCIAL SUMMARY

Expenditures By Account Type	2013 Actuals	2014 Original Budget	2014 Revised Budget	2015 Original Budget
Personnel	89,084	89,100	89,100	89,100
Supplies & Equipment	10,834	5,150	5,150	7,475
Contractual Services	106,453	183,400	165,325	185,295
Total Expenditures	**206,371**	**277,650**	**259,575**	**281,870**

Expenditures By Division	2013 Actuals	2014 Original Budget	2014 Revised Budget	2015 Original Budget
01-11100 City Council	170,724	223,850	223,850	234,800
01-11200 Committee Support	35,647	53,800	35,725	47,070
Total Expenditures	**206,371**	**277,650**	**259,575**	**281,870**

POSITION SUMMARY (FTE)

Division Summary	2013 Actual		2014 Original Budget		2014 Revised Budget		2015 Original Budget	
	FT	PT	FT	PT	FT	PT	FT	PT
01-11100 City Council	11.00	0.00	11.00	0.00	11.00	0.00	11.00	0.00
Total Positions	11.00	0.00	11.00	0.00	11.00	0.00	11.00	0.00

SIGNIFICANT CHANGES IN 2015

- An increase of $6,000 in Committee Support due to the consolidation of Boards and Commissions cost to this division
- An increase of $8,000 in Advertising cost for City Council focus session moved from the Communications Department

CITY AND COUNTY MANAGER

MISSION

The City and County Manager's Office works in partnership with City Council, the community, and City and County departments to further the goal of providing excellent services in an efficient, effective, respectful, and courteous manner to enhance and protect the quality of life of Broomfield's citizens.

Charles Ozaki, City and County Manager

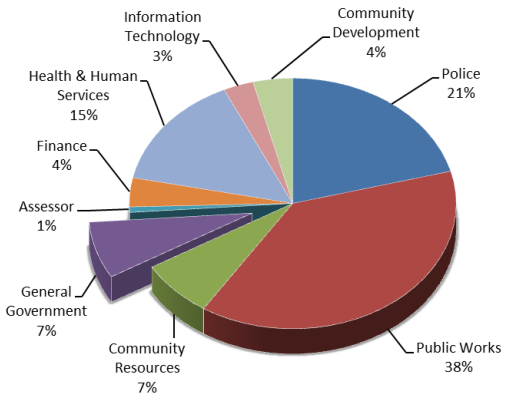
SERVICES



The City and County Manager, appointed by the City Council, is the chief administrator of the City and County of Broomfield, coordinating all phases of municipal operations. The City and County Manager assists Council in accomplishing its annual and ongoing priorities, performs policy research, assists in identifying areas requiring legislative policy decisions, pursues community and economic development, and prepares recommendations and alternative courses of action for the Council's consideration. The Manager's office also develops and implements strategic plans for developing necessary resources and attaining City and County goals.

The City and County Manager is responsible for providing the necessary resources to administer all Broomfield governmental operations and appoints the heads of City and County departments. Program activities include directing and coordinating all phases of municipal and county operations, including the City's water and wastewater service utilities; assisting all departments with the implementation of existing programs as well as new Council decisions and directives; conducting fiscal and operational analyses of programs and administrative procedures; and developing strategic plans for serving Broomfield citizens and businesses now and in the future. The Manager's office provides guidance in development of leadership and staff development programs.

2015 OPERATING EXPENDITURES



CITY AND COUNTY MANAGER

SERVICES

City Council Support
Policy Research
Preparing Recommendations and Alternative Courses of Action
Advising Council during Council Meetings
Carrying Out Council Decisions and Directives
Implementing Council Priorities

Supervision of City and County Departments
Supervision and Control of All Executive and Administrative Departments
Conducting Analyses of Programs and Administrative Procedures
Enforcement of Contracts and Franchise Agreements
Community Development
Engineering, Architectural, Maintenance, and Construction Services
Communications
Economic Development
Internal Audit

Citizen's Assistance Center
Information Referral
Citizen Questions and Calls
Utility Bill Payments
Event Assistance
Citizen Advocacy
Passport Application Acceptance Services

External Activities
Intergovernmental Relations
Community Relations
Responding to Citizens

Other Duties as Required by the Charter, Ordinance, or by Council

FINANCIAL SUMMARY

Expenditures By Account Type	2013 Actuals	2014 Original Budget	2014 Revised Budget	2015 Original Budget
Personnel	1,037,633	1,187,680	1,266,973	1,226,204
Supplies & Equipment	2,667	5,500	10,490	6,448
Contractual Services	138,286	263,110	204,930	204,655
Total Expenditures	**1,178,586**	**1,456,290**	**1,482,393**	**1,437,307**

Expenditures By Division	2013 Actuals	2014 Original Budget	2014 Revised Budget	2015 Original Budget
01-13100 Executive Management	897,546	899,860	911,523	948,563
01-13200 Project Administration	281,040	354,640	252,688	156,050
01-13300 Citizen's Assistance Center	0	201,790	318,182	332,694
Total Expenditures	**1,178,586**	**1,456,290**	**1,482,393**	**1,437,307**

POSITION SUMMARY (FTE)

Division Summary		2013 Actual		2014 Original Budget		2014 Revised Budget		2015 Original Budget	
		FT	PT	FT	PT	FT	PT	FT	PT
01-13100	Executive Management	6.00	0.80	6.00	0.80	6.00	0.80	6.00	0.80
01-13200	Project Administration	1.00	0.00	1.00	0.00	0.00	0.00	0.00	0.00
01-13300	Citizen's Assistance Center	0.00	0.00	0.00	0.00	5.00	0.00	5.00	0.00
Total Positions		7.00	0.80	7.00	0.80	11.00	0.80	11.00	0.80

SIGNIFICANT CHANGES IN 2015

Executive Management

- Increase of $6,400 to move the cost of welcome packets from Citizen's Assistance Center to Executive Management

Project Administration

- Decrease of 1.0 FTE and $141,000 that was moved to Communications department
- Decrease of $120,000 in Advertising for a one-time project in 2014
- Increase of $20,000 for Legal fees
- Increase of $15,000 for Consulting fees
- Increase of $9,800 for Advertising cost
- Increase of $25,000 for a Citizen Survey to be conducted in 2015

Citizen's Assistance Center

- In 2014, reorganization of the Central Records Office moved 2.0 FTEs and $130,000 to Citizen's Assistance Center. Additional reorganization moved the Citizen's Assistance Center division, with the existing 3.0 FTEs from the Communications Department to the City and County Manager's Office

ECONOMIC DEVELOPMENT

MISSION

Economic Development's mission is to promote the economic vitality of Broomfield by creating and preserving jobs, supporting business growth, and enhancing the City and County's revenue base.

Bo Martinez, Director

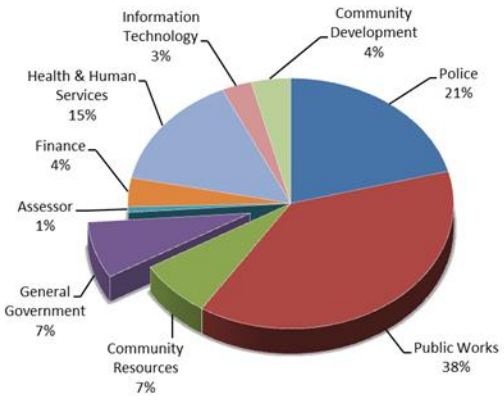
SERVICES



The Economic Development department delivers effective and innovative services while soliciting, attracting, and securing new and expanded retail, commercial, office, and industrial developments and tenants.

The department also works with many partners including the Broomfield Chamber of Commerce to retain existing businesses and support our entrepreneurial community in order to provide for the sound growth of Broomfield's tax base and for the economic stability of the community.

2015 OPERATING EXPENDITURES



FINANCIAL SUMMARY

Expenditures By Account Type	2013 Actuals	2014 Original Budget	2014 Revised Budget	2015 Original Budget
Personnel	210,971	225,610	227,680	226,226
Supplies & Equipment	4,278	7,030	7,210	11,584
Contractual Services	21,214	29,390	29,210	83,666
Total Expenditures	**236,463**	**262,030**	**264,100**	**321,476**

Expenditures By Division	2013 Actuals	2014 Original Budget	2014 Revised Budget	2015 Original Budget
01-84100 Economic Development	236,463	262,030	264,100	321,476
Total Expenditures	**236,463**	**262,030**	**264,100**	**321,476**

ECONOMIC DEVELOPMENT

SERVICES

Attract New Business

Work with Broomfield Economic Development Corporation

Work with Broomfield Chamber of Commerce

Retain Business

POSITION SUMMARY (FTE)

Division Summary		2013 Actual		2014 Original Budget		2014 Revised Budget		2015 Original Budget	
		FT	PT	FT	PT	FT	PT	FT	PT
01-84100	Economic Development	2.00	0.00	2.00	0.00	2.00	0.00	2.00	0.00
Total Positions		2.00	0.00	2.00	0.00	2.00	0.00	2.00	0.00

SIGNIFICANT CHANGES IN 2015

- Increase of $50,000 for a one-time, web-based marketing project in 2015

PERFORMANCE AND INTERNAL AUDIT

MISSION

The Performance and Internal Audit Department supports the mission of the City and County of Broomfield by promoting transparency, accountability, and continuous improvement through excellence in assurance and advisory services.

Bernie Block, Internal Auditor

SERVICES



Performance Audits will be performed to provide assurance or conclusions based on an evaluation of sufficient, appropriate evidence against stated criteria, such as specific requirements, measures, or defined business practices. The type of audit services will generally focus on one, or a combination of, the following:

Program effectiveness and results - objectives are frequently interrelated with economy and efficiency objectives. Objectives that focus on program effectiveness and results typically measure the extent to which a program is achieving its goals and objectives. Economy and efficiency objectives address the costs and resources used to achieve program results.

Internal controls - objectives relate to the assessment of organization's system of internal controls that are designed to provide reasonable assurance of achieving effective and efficient operations, reliable financial and performance reporting, or the safeguarding of assets.

Compliance - objectives relate to compliance criteria established by laws, regulations, contract provisions, grant agreements, and other requirements that could affect the acquisition, protection, use, and disposition of the entity's resources and the quantity, quality, timeliness, and cost of services the entity produces and delivers.

Prospective analysis - objectives provide analysis or conclusions, about information that is based on assumptions about events that may occur in the future along with possible actions that the audited entity may take in response to the future events.

The Performance and Internal Auditor also conducts non-audit services. The type of non-audit services will generally focus on one, or a combination of, the following:

Special Review – an unscheduled, narrowly-focused review on a specific topic requested by the City and County Manager's office. These reviews are usually in response to a current event or concern expressed by management that requires attention in a timely manner.

Business Process Improvement Projects - projects that follow a prescribed methodology to improve a business process or a specific step within a given process.

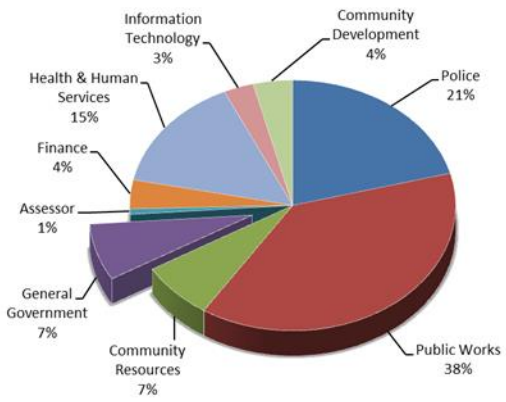
Project Observation - consult with departments on projects to evaluate the current state of departmental or functional operations in order to identify deficiencies and recommend improvements.

PERFORMANCE AND INTERNAL AUDIT

SERVICES

Program Effectiveness and Results
Internal Controls
Compliance
Prospective Analysis

2015 OPERATING EXPENDITURES



2015 FINANCIAL SUMMARY

Expenditures By Account Type	2013 Actuals	2014 Original Budget	2014 Revised Budget	2015 Original Budget
Personnel	152,333	146,290	148,511	147,836
Supplies & Equipment	472	400	1,350	950
Contractual Services	2,888	8,940	36,500	13,040
Total Expenditures	**155,693**	**155,630**	**186,361**	**161,826**

Expenditures By Division	2013 Actuals	2014 Original Budget	2014 Revised Budget	2015 Original Budget
01-85100 Internal Audit	155,693	155,630	176,861	152,746
01-85200 Broomfield Improvement Team	0	0	9,500	9,080
Total Expenditures	**155,693**	**155,630**	**186,361**	**161,826**

POSITION SUMMARY (FTE)

Division Summary		2013 Actual		2014 Original Budget		2014 Revised Budget		2015 Original Budget	
		FT	PT	FT	PT	FT	PT	FT	PT
01-85100	Internal Audit	1.00	0.00	1.00	0.00	1.00	0.00	1.00	0.00

SIGNIFICANT CHANGES IN 2015

Internal Audit

- In 2014, an one-time increase in professional services of $20,000

Broomfield Improvement Team

- In 2014, increase of $9,000 to establish a Six Sigma/ Lean team

CLERK AND RECORDER

MISSION

The Clerk and Recorder Department's mission is to deliver to the citizens of Broomfield a wide range of services in a prompt, courteous manner.

Jim Candelarie, City and County Clerk

SERVICES



The **City Clerk** division prepares and distributes Council meeting agendas, packets, minutes, and action taken documents. The division also provides access to Council archives, issues liquor licenses, manages central mailroom and central office supplies, and supports Elections and Board of Equalization functions.

The **Recorder** division is the administrative division for the Clerk and Recorder Department.

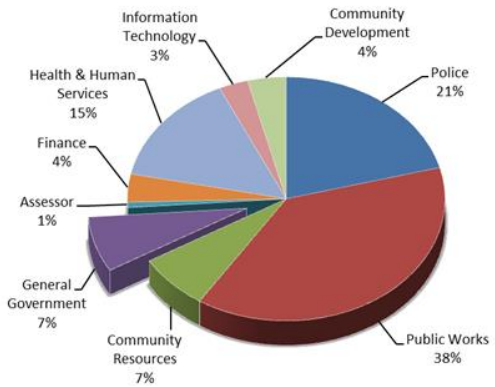
The **Elections** division maintains voter registration rolls, administers Broomfield elections, and maintains candidate and political committee filings. Elections is also responsible for voter education and outreach programs.

The **Motor Vehicle** division issues vehicle titles, registrations, and temporary permits. For private vehicle sales, this division collects sales tax. For vehicle purchases where a lien is involved, this division is responsible for recording lien documents.

The **Board of Equalization (BOE)** division provides administrative support to the BOE process, including coordination and scheduling of all hearings, notification of hearing results, and creation of agendas, packets, and minutes for Board meetings.

The **Central Records Office (CRO)** records documents, receives property and sales tax payments, provides property assessment and utility billing information, issues marriage licenses and birth certificates, and registers voters. The CRO receives all parcels for City/County business and provides administrative support for multiple departments.

2015 OPERATING EXPENDITURES



CLERK AND RECORDER

SERVICES

City Clerk
City Council Agendas and Minutes
Copies of City and County Records
Liquor, Solicitor, and Trash Hauling Licenses

Recorder
Administrative Functions

Elections
Voter Registration
Election Administration
Candidate Information and Finance Reporting

Motor Vehicle
License Plates
Vehicle Titles
Temporary Permits
Vehicle Sales and Use Tax Collection

Board of Equalization
Administrative Support

Recording Division
Recorded Deeds, Property Information, and Tax Payments
Provide Copies of Public Records
Marriage Licenses

2015 FINANCIAL SUMMARY

Expenditures By Account Type	2013 Actuals	2014 Original Budget	2014 Revised Budget	2015 Original Budget
Personnel	1,266,387	1,314,315	1,345,775	1,324,153
Supplies & Equipment	14,160	23,155	23,005	26,152
Contractual Services	159,497	265,130	259,670	198,655
Misc. Expenditures	-183	0	0	0
Total Expenditures	**1,439,861**	**1,602,600**	**1,628,450**	**1,548,960**

Expenditures By Division	2013 Actuals	2014 Original Budget	2014 Revised Budget	2015 Original Budget
01-14100 Clerk and Recorder - City	328,356	315,190	322,652	373,091
02-14100 Clerk and Recorder - County	126,730	125,440	127,138	123,021
02-14200 Elections	249,801	368,880	488,310	364,317
02-14300 Motor Vehicle	465,931	514,500	521,938	513,921
02-14400 Board of Equalization	11,289	6,110	6,110	18,175
02-14500 Central Records	257,754	272,480	0	0
02-14600 Recording Division	0	0	162,302	156,435
Total Expenditures	**1,439,861**	**1,602,600**	**1,628,450**	**1,548,960**

POSITION SUMMARY (FTE)

Division Summary		2013 Actual		2014 Original Budget		2014 Revised Budget		2015 Original Budget	
		FT	PT	FT	PT	FT	PT	FT	PT
01-14100	City Clerk	3.00	1.60	3.00	1.60	3.00	1.60	3.00	1.60
02-14100	Administration	1.00	0.00	1.00	0.00	1.00	0.00	1.00	0.00
02-14200	Elections	2.00	0.00	2.00	0.00	3.00	0.00	3.00	0.00
02-14300	Motor Vehicle	7.00	0.00	7.00	0.00	7.00	0.00	7.00	0.00
02-14500	Central Records Office	4.00	0.80	4.00	0.80	0.00	0.00	0.00	0.00
02-14600	Recorder	0.00	0.00	0.00	0.00	2.00	0.00	2.00	0.00
Total Positions		17.00	2.40	17.00	2.40	16.00	1.60	16.00	1.60

SIGNIFICANT CHANGES IN 2015

Elections

- In 2014, an increase of 1.0 FTE and $21,000 in personnel services for one Elections Technician II position; an increase in temporary hours and $60,000 in personnel services; an increase of $37,000 in professional services for election consultant
- A decrease of $8,000 in services and supplies due to 2015 being a non-primary election year.

City Clerk

- An increase of $40,000 in personnel services for increased part-time hours and insurance changes.

Central Records/Recording Division

- Overall budget reduction of 2.8 FTEs and $272,000 due to the department reorganization with Citizen's Assistance Center.

Board of Equalization (BOE)

- An increase of $12,000 in professional services for hearing officers and Temp salary due to increased appeals anticipated in 2015 re-appraisal year.

CITY AND COUNTY ATTORNEY

MISSION

The purpose of the City and County Attorney's office is to provide advice and counsel on a wide variety of legal matters to city council, other city and county departments, boards, commissions, and committees in order to maintain the legality of their endeavors, thereby protecting them and the citizens of Broomfield from unnecessary liability and expense.

William A. Tuthill III, City and County Attorney

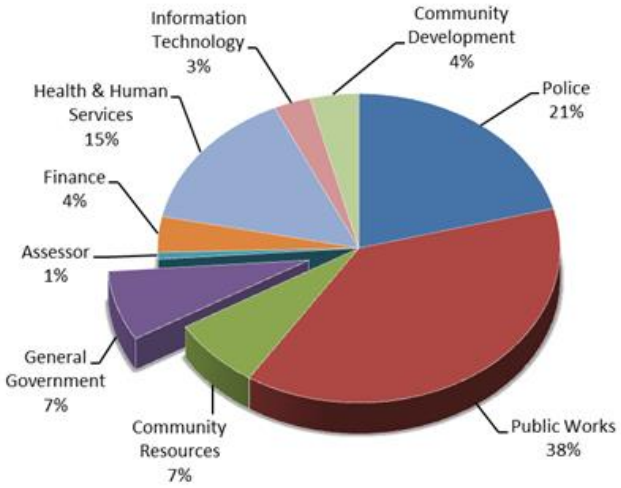
SERVICES

The City and County Attorney's Office provides supervision on legal matters involving contractual relationships with other public and private agencies, drafts and reviews local legislation and policies, provides written and oral opinions on a variety of subjects.

The Attorney's Office also monitors state and federal legislation to assess impacts on City and County policies, procedures, and legislation.



2015 OPERATING EXPENDITURES



CITY AND COUNTY ATTORNEY

SERVICES

Advice and Counsel
City Council
City and County Departments
Boards
Commissions
Committees

Document Oversight
Contracts/Bids
Intergovernmental Agreements
Ordinances
Resolutions
Ballot Issues
Charter Amendments

Prosecution and Defense
Oversight of Prosecution of Municipal Court Cases
Defense for the City and County
State Legislation

2015 FINANCIAL SUMMARY

Expenditures By Account Type	2013 Actuals	2014 Original Budget	2014 Revised Budget	2015 Original Budget
Personnel	607,347	533,610	541,547	530,682
Supplies & Equipment	1,913	1,800	1,800	1,800
Contractual Services	41,863	47,400	48,324	37,900
Total Expenditures	**651,123**	**582,810**	**591,671**	**570,382**

Expenditures By Division	2013 Actuals	2014 Original Budget	2014 Revised Budget	2015 Original Budget
01-12100 City Attorney	480,239	418,210	424,563	399,414
02-12100 County Attorney	170,884	164,600	167,108	170,968
Total Expenditures	**651,123**	**582,810**	**591,671**	**570,382**

POSITION SUMMARY (FTE)

Division Summary		2013 Actual		2014 Original Budget		2014 Revised Budget		2015 Original Budget	
		FT	PT	FT	PT	FT	PT	FT	PT
01-12100	City Attorney	3.15	0.00	3.15	0.00	3.15	0.00	3.15	0.00
02-12100	County Attorney	1.20	0.00	1.20	0.00	1.20	0.00	1.20	0.00
Total Positions		4.35	0.00	4.35	0.00	4.35	0.00	4.35	0.00

SIGNIFICANT CHANGES IN 2015

- No significicate changes

COMMUNICATIONS AND GOVERNMENTAL AFFAIRS

MISSION

The mission of the Communications and Governmental Affairs Department is to provide engaging, informative, and innovative methods of communication that publicize and support the City and County of Broomfield's brand and service to audiences through an innovative, multi-media platform approach.

Jennifer Hoffman, Director

SERVICES

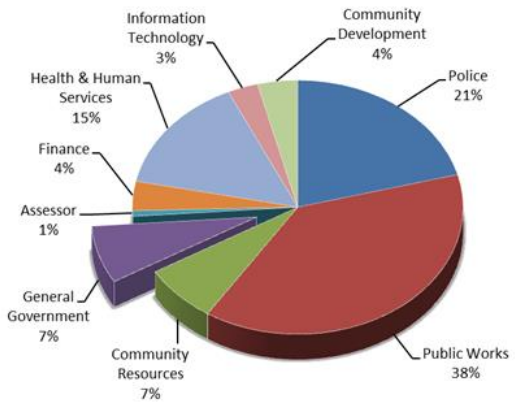
As the landscape of communication rapidly evolves, the Communications department brings engagement and communications to the forefront of City and County operations. Our goal is to provide engaging, informative, and innovative methods of communication that publicize and support the City and County of Broomfield's brand and services to our audiences through a multi-media platform approach.



To accomplish this goal, the department focuses on five core functions:

- **Governmental Affairs** - Establishing and sustaining mutually beneficial relationships with all levels of government, metro area businesses, and non-profits.
- **Marketing and Brand** - Cultivating an emotional connection by articulating our organizational values, encouraging a positive experience, and strengthening Broomfield's identity through the creation of effective messaging tools.
- **Video Production** – Creating videos for web streaming and Channel 8 to provide additional information about City services, activities, and events.
- **Engagement** – Further engaging our thriving community by offering multiple avenues in which they can be part of the conversation based in the understanding that our residents and businesses need on-demand news and information on a variety of mediums.
- **Creative Design** - Providing graphic design and other visual assets that create and tell our compelling story.

2015 OPERATING EXPENDITURES



COMMUNICATIONS AND GOVERNMENTAL AFFAIRS

SERVICES

Governmental Affairs
Marketing and Brand
Creative Design
Engagement
Video Production
Website Design and Management

2015 FINANCIAL SUMMARY

Expenditures By Account Type	2013 Actuals	2014 Original Budget	2014 Revised Budget	2015 Original Budget
Personnel	555,239	287,600	414,847	507,283
Supplies & Equipment	10,141	4,300	37,302	12,330
Contractual Services	173,379	205,410	181,741	156,223
Total Expenditures	**738,759**	**497,310**	**633,890**	**675,836**

Expenditures By Division	2013 Actuals	2014 Original Budget	2014 Revised Budget	2015 Original Budget
01-17100 Communications	533,826	497,310	633,890	675,836
01-17200 Citizen's Assistance Center	204,933	0	0	0
Total Expenditures	**738,759**	**497,310**	**633,890**	**675,836**

POSITION SUMMARY (FTE)

Division Summary		2013 Actual		2014 Original Budget		2014 Revised Budget		2015 Original Budget	
		FT	PT	FT	PT	FT	PT	FT	PT
01-17100	Communications	3.00	0.00	3.00	0.00	5.00	0.00	5.00	0.00
01-17200	Citizen's Assistance Center	3.00	0.00	3.00	0.00	0.00	0.00	0.00	0.00
Total Positions		6.00	0.00	6.00	0.00	5.00	0.00	5.00	0.00

SIGNIFICANT CHANGES IN 2015

Communications

- In 2014, a re-organization increased 2.0 FTEs and $189,000 in Personnel Services, one position moved from City Manager's Office and one new Administrative Technician
- An increase of $8,000 in Supplies mainly for Adobe software
- A decrease of $50,000 in Contractual Services due to a one-time project in 2014

Citizens' Assistance Center

- **In 2014, this division was moved to City Manager's Office**

HUMAN RESOURCES

MISSION

The mission of the Human Resources Department is to provide exceptional service by treating all people with respect and dignity, maximizing partnerships and resources, encouraging diversity, and using innovation.

Suzanne Smith, Director

SERVICES



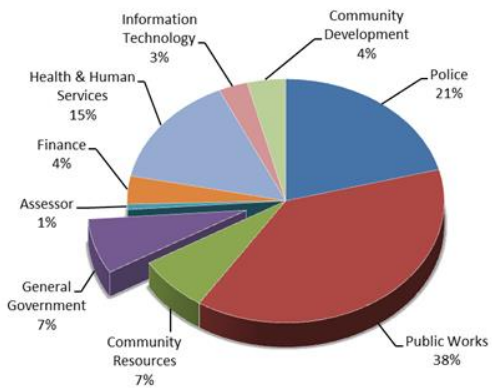
Human Resources administers personnel policies and procedures in accordance with the established personnel merit system assuring competitive and equal employment opportunities in order to recruit and retain a dynamic and innovative Broomfield workforce.

The Human Resources Department acts as advocate and sponsor for participants enrolled in the Money Purchase Pension Plans and General Employees' Pension Plan. The Department assures proper enrollment of participants and assists participants in the resolution of issues relating to asset allocation, loans, vesting, and other plan provisions.

The Department schedules training on retirement issues and provides information relating to plan provisions. Annual reviews are conducted to assure compliance with any changes to the IRS Code. The Human Resources Department also acts as advocate and sponsor for participants enrolled in the Medical Care Expense Plan. The Department assures proper enrollment of participants and assists participants in the resolution of outstanding issues relating to claim payments and eligibility.

The Department prepares and distributes the plan document and provides information relating to plan design, open and/or special enrollment, and claims administration. Claim expenditures are reviewed on a quarterly basis to assess the viability of cost containment measures. Financial data are reviewed on a monthly basis to assure compliance to the Plan's financial objectives.

2015 OPERATING EXPENDITURES



One DesCombes Drive ■ Broomfield, CO 80020 ■ 303-438-6348 ■ www.broomfield.org

HUMAN RESOURCES

SERVICES

Customer Support
Employment Applications
Employee Records
Reference Checks
Address Changes
Employment Verification
Forms

Administration
Workers & Unemployment Compensation
Safety, Training & Wellness Programs
Disability & Modified Duty Leave Administration

Benefits and Retirement
Life, Health & Pension Plans
Assessment & Coordination
Cost Containment
New Employee Orientation
Employee Services

Recruitment and Selection
Recruitment
Assessment
Classification
Compensation
Volunteers

Performance Management
Evaluations
Employee Relations
Organizational Development

FINANCIAL SUMMARY

Expenditures By Account Type	2013 Actuals	2014 Original Budget	2014 Revised Budget	2015 Original Budget
Personnel	560,946	569,460	585,496	593,656
Supplies & Equipment	3,300	6,980	8,447	5,568
Contractual Services	1,088,493	1,473,255	1,384,492	1,551,773
Total Expenditures	**1,652,739**	**2,049,695**	**1,978,435**	**2,150,997**

Expenditures By Division	2013 Actuals	2014 Original Budget	2014 Revised Budget	2015 Original Budget
01-16100 Human Resources	727,267	765,280	848,795	816,218
01-16500 City Worker Comp & Unempl. Ins.	709,207	1,005,854	882,098	795,936
02-16500 County Worker Comp & Unempl. Ins.	216,265	278,561	247,542	228,468
05-16500 Library Worker Comp & Unempl. Ins.	0	0	0	21,055
06-16500 Streets Worker Comp & Unempl. Ins.	0	0	0	78,877
08-16500 HHS Worker Comp & Unempl. Ins.	0	0	0	49,286
40-16500 Water Worker Comp & Unempl. Ins.	0	0	0	92,848
45-16500 Sewer Worker Comp & Unempl. Ins.	0	0	0	68,309
Total Expenditures	**1,652,739**	**2,049,695**	**1,978,435**	**2,150,997**

POSITION SUMMARY (FTE)

Division Summary	2013 Actual		2014 Original Budget		2014 Revised Budget		2015 Original Budget	
	FT	PT	FT	PT	FT	PT	FT	PT
01-16100 Human Resources	5.00	1.92	5.00	1.92	6.00	0.92	6.00	0.92
Total Positions	5.00	1.92	5.00	1.92	6.00	0.92	6.00	0.92

SIGNIFICANT CHANGES IN 2015

- In 2014, an increase of 1.0 full-time FTE due to change of a part-time position to a full-time position and the reduction of part-time hours; the net overall FTE change is 0.0
- An increase of $310,000 in Contractual Services due to Worker Compensation and Unemployment Insurance accounts being moved into the Human Resources budget.
- An increase of $20,000 in advertising expenses for use of the LinkedIn Recruiting Platform.
- An increase of $40,000 in Professional Services for Human Resources related matters.

COMBINED COURTS

MISSION

The mission of Combined Courts is to provide all individuals with timely, convenient judicial administration services in a courteous, dignified, and respectful manner.

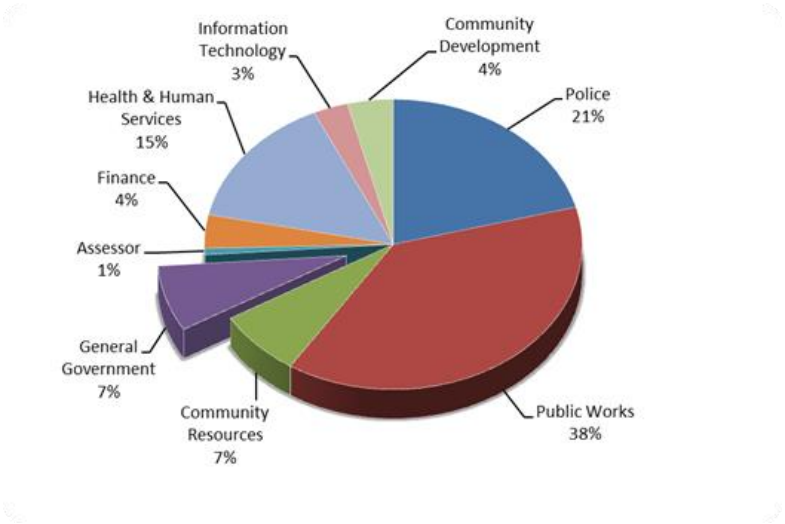
Jackie Smith, Court Administrator

SERVICES

The Combined Courts provide municipal and county level of judicial services for the community. The Combined Courts offer a one-stop shopping scenario for public services with co-location of courts, police department, and district attorney offices in one building.



2015 OPERATING EXPENDITURES



COMBINED COURTS

SERVICES

Municipal Court
Traffic Matters
Home-Rule Ordinance Violations

County Court
Civil Cases under $15,000
Misdemeanors and Petty Offenses (Including DUI's)
Bail Determinations
Preliminary Hearings for Felony Cases
Restraining Orders
State Traffic Offenses
Domestic Violence
Small Claims Court

District Court
Civil Cases over $15,000
Felony Criminal Matters
Domestic Relations – Marriage Dissolution and Child Support/Custody
Probate
Mental Health Matters
Real Property Matters – Boundaries or Title
Issuance of Injunctions
Juvenile Matters – Child Welfare/Abuse, Dependency, Truancy, and Adoptions

District Attorney
Provide Effective and Efficient Prosecution
Achieve Justice for All People
Be Responsive to Needs and Concerns

2015 FINANCIAL SUMMARY

Expenditures By Account Type	2013 Actuals	2014 Original Budget	2014 Revised Budget	2015 Original Budget
Personnel	385,575	389,600	394,887	393,943
Supplies & Equipment	1,054	2,330	2,830	1,720
Contractual Services	1,604,444	1,627,760	1,627,260	1,747,625
Misc. Expenditures	19	0	0	0
Total Expenditures	1,991,073	2,019,690	2,024,977	2,143,288

Expenditures By Division	2013 Actuals	2014 Original Budget	2014 Revised Budget	2015 Original Budget
01-15100 Municipal Court	404,942	414,790	420,077	421,145
02-15200 17th District Court	33,550	33,500	33,500	33,500
02-15300 District Attorney	1,552,600	1,571,400	1,571,400	1,688,643
Total Expenditures	**1,991,092**	**2,019,690**	**2,024,977**	**2,143,288**

POSITION SUMMARY (FTE)

Division Summary	2013 Actual		2014 Original Budget		2014 Revised Budget		2015 Original Budget	
	FT	PT	FT	PT	FT	PT	FT	PT
01-15100 Municipal Court	4.00	0.65	4.00	0.65	4.00	0.65	4.00	0.65
Total Positions	4.00	0.65	4.00	0.65	4.00	0.65	4.00	0.65

SIGNIFICANT CHANGES IN 2015

- Increase of $117,000 in the allocation of expenses from Adams County District Attorney office for the 17th District Court; costs are allocated between Broomfield County and Adams County, based on population

ASSESSOR

MISSION

Establish fair and equitable property values for all types of property in the City and County of Broomfield in an efficient, respectful, and courteous manner, while providing excellent customer service.

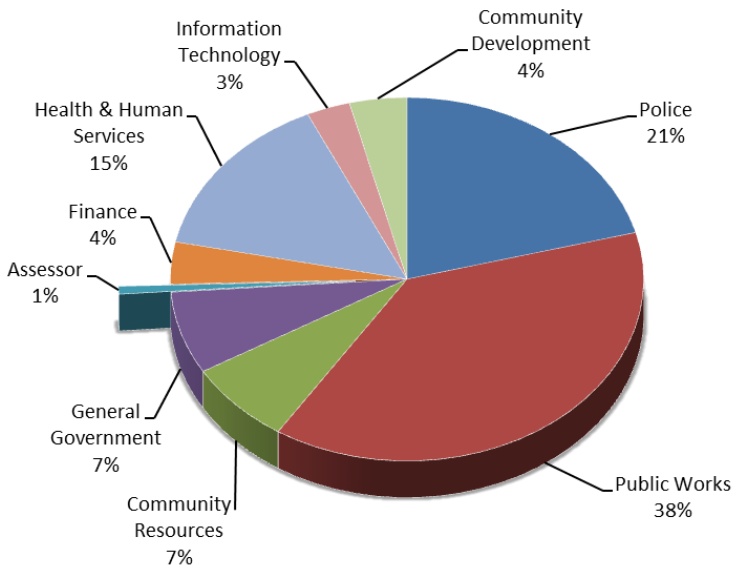
Sandy Herbison, Assessor

SERVICES

The Assessor follows the State of Colorado constitution and statutes, which mandate the procedures in determining the fair and equitable values of property, both real and personal. The Assessor uses these values to generate an abstract and certification for the City and County and other taxing authorities, and to provide a tax roll to the Revenue Manager.



2015 OPERATING EXPENDITURES



ASSESSOR

SERVICES

Administrative
Reports
Abstracts
Certification
Public Records
Property Transfers

Appraisal
Property Information
Valuation
Sales Analysis

2015 FINANCIAL SUMMARY

Expenditures By Account Type	2013 Actuals	2014 Original Budget	2014 Revised Budget	2015 Original Budget
Personnel	573,719	573,780	580,868	671,826
Supplies & Equipment	1,941	1,010	1,010	12,932
Contractual Services	49,273	40,850	40,850	79,897
Total Expenditures	**624,933**	**615,640**	**622,728**	**764,655**

Expenditures By Division	2013 Actuals	2014 Original Budget	2014 Revised Budget	2015 Original Budget
02-50700 Assessor	624,933	615,640	622,728	764,655
Total Expenditures	**624,933**	**615,640**	**622,728**	**764,655**

POSITION SUMMARY (FTE)

Division Summary	2013 Actual		2014 Original Budget		2014 Revised Budget		2015 Original Budget	
	FT	PT	FT	PT	FT	PT	FT	PT
02-50700 Assessor	8.00	0.00	8.00	0.00	8.00	0.00	9.00	0.00
Total Positions	8.00	0.00	8.00	0.00	8.00	0.00	9.00	0.00

SIGNIFICANT CHANGES IN 2015

- An increase of 1.0 FTE and $93,000 in Personnel Services for one Appraiser position
- An increase of $12,000 in Supplies for a new laptop, software and tablet
- An increase of $39,000 in Contractual Services due to increase in Dues/ Subscriptions/Licenses and Postage/Shipping/Freight for a re-appraisal year

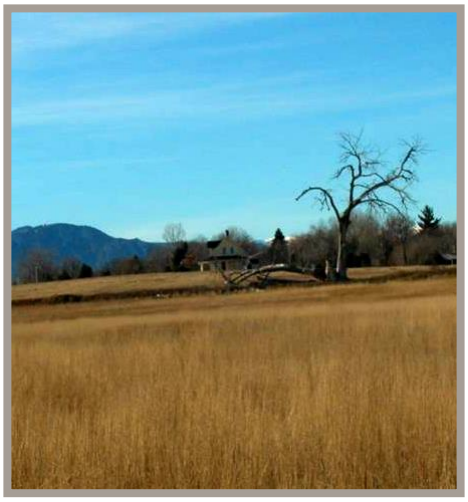
FINANCE

MISSION

The Finance Department's mission is to safeguard City and County assets, assure legal and fiscal accountability, and provide excellent customer service to both internal and external customers.

Pat Soderberg, Director

SERVICES



The **Fiscal Services** division is responsible for the administration of all financial record-keeping and reporting functions for the City and County. In accordance with the charter, municipal code, and other regulatory requirements, Fiscal Services accounts for all financial transactions (general ledger, payroll, internal controls, accounts payable, fixed assets, cash/investment management and debt management). Working in partnership with all departments, staff provides financial information to aid decision-making and process workflows to receive and disburse City and County financial resources.

The **Risk Management** division oversees the property and liability insurance program for the City and County of Broomfield.

The **Budget** division generates fiscal policies, procedures, and analyses, which ensure accountability of City and County resources. In partnership with departments, Budget monitors and manages all authorized appropriations through the review of revenues and expenditures, including those associated with grants. Budget also provides performance management guidance to promote the efficient and effective use of resources.

The **Purchasing** division collaborates with the City and County of Broomfield's departments to assure best value acquisitions, ensuring compliance and equity for internal customers, taxpayers and vendors through ethical, transparent, and timely procurements. Purchasing uses all available technologies to reach the greatest number of vendors, while supplying support to our internal customers and taxpayers. It investigates and proposes eligible cooperative procurements available to internal customers for cost saving and environmentally sustainable acquisitions at all spending thresholds. The Purchasing Division also provides contract administration to City and County departments. It audits, educates, and assists them on contractual agreements to ensure equitable risk protection, current legal requirements, efficient project completion, and/or eligible term extensions and amendments.

The **Revenue Management** division oversees the education, licensure, audit, and collection oversight of all businesses required to collect sales and use tax in the City and County of Broomfield. Revenue Management is also responsible for the Treasurer's functions of collection and distribution of property tax, as well as the Public Trustee functions of administering foreclosures and executing the releasing of deeds of trust.

FINANCE

SERVICES

Fiscal Service
General Accounting
Payroll
Cash Management

Risk Management
Property and Liability Insurance

Budget
Budgeting
Economic Monitoring
Performance Management
Fiscal Policy

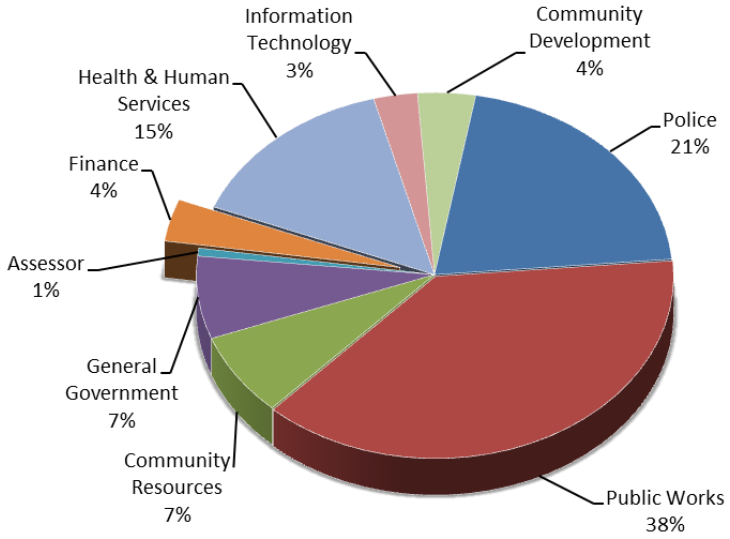
Purchasing
Supplies
Capital Equipment
Contract Administration

Revenue Management
Property Tax
Sales Tax
Utility Billing
Public Trustee
Collections

SERVICES continued

The Utility Billing division administers the billing and collection of water and sewer utilities through reading meters, generating bills, processing payments, and managing miscellaneous accounts receivable.

2015 OPERATING EXPENDITURES



2015 FINANCIAL SUMMARY

Expenditures By Account Type	2013 Actuals	2014 Original Budget	2014 Revised Budget	2015 Original Budget
Personnel	2,363,199	2,425,595	2,477,362	2,629,070
Supplies & Equipment	17,780	27,858	35,901	58,610
Contractual Services	1,462,973	1,737,237	2,080,732	1,490,819
Misc. Expenditures	14,520	22,100	22,100	22,500
Total Expenditures	**3,858,472**	**4,212,790**	**4,616,095**	**4,200,999**

Expenditures By Division	2013 Actuals	2014 Original Budget	2014 Revised Budget	2015 Original Budget
01-50100 Fiscal Svcs	1,093,635	1,070,700	1,089,706	1,180,904
01-50200 Budget	422,122	389,420	406,043	430,114
01-50300 Risk Mgmt	508,769	603,120	612,236	619,930
01-50400 Purchasing	180,675	182,810	190,005	223,808
01-50500 Revenue Mgmt	215,569	365,220	291,654	291,164
02-50300 Risk Mgmt	265,861	259,220	259,220	259,220
02-50500 Revenue Mgmt	355,535	377,800	383,526	385,051
40-50300 Risk Mgmt	0	0	0	53,500
40-50600 Utility Billing	543,121	648,640	1,071,683	498,260
45-50300 Risk Mgmt	0	0	0	40,000
45-50600 Utility Billing	273,185	315,860	312,022	219,048
Total Expenditures	**3,858,472**	**4,212,790**	**4,616,095**	**4,200,999**

FINANCE

SERVICES

Fiscal Service
General Accounting
Payroll
Cash Management

Risk Management
Property and Liability Insurance

Budget
Budgeting
Economic Monitoring
Performance Management
Fiscal Policy

Purchasing
Supplies
Capital Equipment
Contract Administration

Revenue Management
Property Tax
Sales Tax
Utility Billing
Public Trustee
Collections

POSITION SUMMARY (FTE)

Division Summary		2013 Actual		2014 Original Budget		2014 Revised Budget		2015 Original Budget	
		FT	PT	FT	PT	FT	PT	FT	PT
01-50100	Fiscal Services	11.00	1.46	11.00	1.46	11.00	1.46	11.40	2.06
01-50200	Budget & Compliance	3.00	1.23	3.00	1.30	3.00	1.30	3.60	0.70
01-50300	Risk Management	0.35	0.00	1.35	0.00	1.35	0.00	1.35	0.00
01-50400	Purchasing	1.65	0.64	1.65	0.64	1.65	0.64	1.65	0.64
01-50500	Revenue Management-City	2.00	0.00	2.00	0.00	2.00	0.00	2.00	0.00
02-50500	Revenue Management-County	4.00	0.00	4.00	0.00	4.00	0.00	4.00	0.00
40-50600	Utility Billing-Water	3.00	1.35	3.00	1.35	3.00	1.35	3.00	1.35
45-50600	Utility Billing-Sewer	1.00	0.45	1.00	0.45	1.00	0.45	1.00	0.45
Total Positions		26.00	5.13	27.00	5.20	27.00	5.20	28.00	5.20

SIGNIFICANT CHANGES IN 2015

All
- An increase of $7,000 for department wide QBQ training

Fiscal Services
- An increase of 1.0 FTE and $61,000 in Personnel Services to increase the current Administrative Tech position from part-time to full-time and the addition of a part-time Accounting Technician
- An increase of $2,880 for travel and training

Budget
- An increase of $10,000 for the purchase of Financial Reporting and Transparency Software

Purchasing
- An increase of $25,000 for contract administration software
- An increase of $2,400 for travel and training

Revenue Management
- A decrease of $75,000 in Professional Services due to fewer anticipated Sales and Use Tax Audits
- An increase of $5,300 in Professional Services for Innoprise – Sales Tax user audit

Utility Billing
- An increase of $23,000 in Professional Services due to increased credit card processing fees
- An increase of $5,300 in Professional Services for Innoprise – Utility Billing user audit

INFORMATION TECHNOLOGY

MISSION

Working in partnership with all City and County departments to advance the delivery of cost-effective and innovative public services through coordinated application of information technology planning, services, education, and security while providing excellent customer service to both internal and external customers.

Kale Gilmore, Director

SERVICES



The **Programming and Applications** division performs business process analysis, consultation, and project management for new applications and databases written in-house or procured from a third party; new application development and maintenance, current application maintenance and enhancement, legacy system application migration and maintenance, vendor-provided application contract management and integration; and database development.

The **Client Services** division provides first-level support, end-user training, and peripheral support to all City and County of Broomfield employees. The helpdesk also provides 24/7 computer support for all departments.

The **Operations** division designs, implements, and manages state of the art data and voice networks. This includes mainframe, data storage and server systems, e-mail/voice mail systems, WAN/LAN routers and switches, firewall and internet filtering, intrusion detection and prevention, security policies and role-based data access control, data backups and restores, business continuity, indoor cabling, wide area network connections, wireless networks and outdoor cabling, including underground fiber-optics.

The **Telecommunications** division designs, implements, and manages all telecommunications technology and provides 24/7 support for employees and citizens. This includes all telecommunications infrastructure plans and phone systems for all City and County facilities.

The **Geographical Information System (GIS)** division implements spatial data policies, procedures, and standards to ensure that Broomfield staff and citizens have access to current and accurate spatial information. Further, GIS provides technical leadership, spatial data management, and project coordination to improve the quality and lower the cost of services provided by the City and County of Broomfield through the effective application of geospatial data and systems. GIS also provides intergovernmental coordination and data exchange with-in the geospatial community.

INFORMATION TECHNOLOGY

SERVICES

Programming and Applications Services
Application and Database Administration Services
Support, Develop, and Install Computer Applications

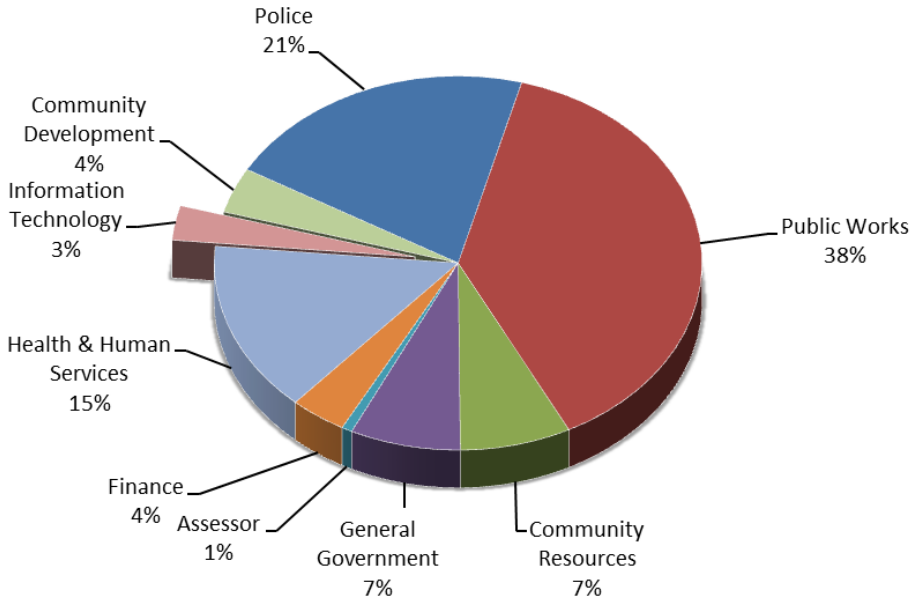
Client Services
Support and Maintain Desktop Computers and Peripherals
Hardware, Software, and Computer Application Installation
Training
Support Multifunction Copier Machines

Operations
Manage Mainframe and Server Systems
Security and Backup
Cabling and Wireless Networks
Wide Area Networks

Telecommunications
Telephone Systems

Geographical Information System
Spatial Data Management
Support and Develop Geospatial Data and Systems

2015 OPERATING EXPENDITURES



2015 FINANCIAL SUMMARY

Expenditures By Account Type	2013 Actuals	2014 Original Budget	2014 Revised Budget	2015 Original Budget
Personnel	1,497,255	1,674,340	1,721,094	1,823,606
Supplies & Equipment	131,228	181,355	178,355	165,456
Contractual Services	1,234,052	1,442,585	1,381,079	1,244,742
Misc Expenditures	17,993	0	0	0
Total Expenditures	**2,880,528**	**3,298,280**	**3,280,528**	**3,233,804**

Expenditures By Division	2013 Actuals	2014 Original Budget	2014 Revised Budget	2015 Original Budget
01-18100 IT Applications	850,065	1,042,580	1,082,238	1,093,635
01-18200 IT End User Support	590,079	636,040	639,059	550,606
01-18300 IT Operations	787,949	869,605	837,320	865,170
01-18400 IT Telecom.	325,914	373,060	363,659	374,546
01-18500 IT GIS	326,521	376,995	358,252	349,847
Total Expenditures	**2,880,528**	**3,298,280**	**3,280,528**	**3,233,804**

POSITION SUMMARY (FTE)

Division Summary		2013 Actual		2014 Original Budget		2014 Revised Budget		2015 Original Budget	
		FT	PT	FT	PT	FT	PT	FT	PT
01-18100	IT- Applications	5.66	0.00	5.66	0.00	5.66	0.50	6.66	0.50
01-18200	IT- Client Services	3.66	0.00	3.66	0.00	3.66	0.00	3.66	0.00
01-18300	IT- Operations	5.68	0.00	5.68	0.00	5.68	0.00	5.68	0.00
01-18400	IT - Telecommunications	1.00	0.00	1.00	0.00	1.00	0.00	1.00	0.00
01-18500	IT - GIS	2.00	0.00	2.00	0.00	2.00	0.00	2.00	0.00
Total Positions		18.00	0.00	18.00	0.00	18.00	0.50	19.00	0.50

INFORMATION TECHNOLOGY

SERVICES

Programming and Applications Services
Application and Database Administration Services
Support, Develop, and Install Computer Applications

Client Services
Support and Maintain Desktop Computers and Peripherals
Hardware, Software, and Computer Application Installation
Training
Support Multifunction Copier Machines

Operations
Manage Mainframe and Server Systems
Security and Backup
Cabling and Wireless Networks
Wide Area Networks

Telecommunications
Telephone Systems

Geographical Information System
Spatial Data Management
Support and Develop Geospatial Data and Systems

SIGNIFICANT CHANGES IN 2015

- In 2014, increase of 0.50 FTE and $25,000 for a part-time Administrative Technician
- Increase of 1.0 FTE and $90,000 for a full-time Project Manager position
- Increase of 416 temporary hours and $10,750
- Decrease of $109,000 for copier and printing lease and maintenance support cost
- Decrease of $88,000 for various software application maintenance fees

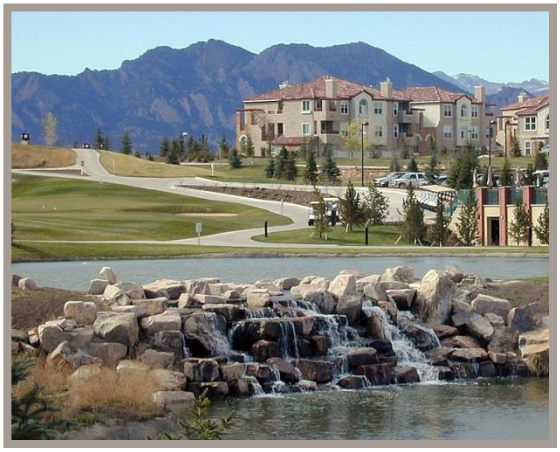
COMMUNITY DEVELOPMENT

MISSION

Assure that development and redevelopment within the community occur in such a manner as to enhance and complement Broomfield. Work with the community to assure that established standards are met for property maintenance. The Department will work with and be a resource for the community, City and County departments, and others for reliable, accurate, and objective information in preparing and implementing adopted programs, City plans, ordinances, standards and regulations, policies, data trends, and related areas of professional expertise. We will ensure that projects built throughout the community are built to a high level of quality.

Dave Shinneman, Director

SERVICES



The **Community Development Administration** division provides leadership and coordination for the six divisions of the Community Development Department: Planning, Engineering, Building Inspections, Geographical Information Systems, Capital Improvement Projects, and Code Compliance. All aspects of development projects and construction within Broomfield are regulated and overseen within this division. The division also provides long-range transportation planning and pursues funding for Broomfield projects.

The **Planning** division administers the City and County of Broomfield's Comprehensive Plan and land use regulations. It directs, develops, and coordinates the preparation of long- and short-range plans for neighborhoods, districts, corridors, or large geographic areas. Planning also processes and reviews applications for new development and redevelopment while implementing and administering City and County of Broomfield adopted land use policies, standards, and ordinances. The division provides advice and consultation regarding the best current urban design and planning principles and practices to the City Council, the Urban Renewal Authority, the Planning and Zoning Commission, other agencies and departments, and the general public. Also, the division provides information on Broomfield's demographics and coordinates planning efforts with other local, regional, and state agencies.

The **Engineering** division provides infrastructure and traffic/transportation planning, technical support to the public, development review, and construction inspection in accordance with Broomfield standards and specifications. This work includes infrastructure master planning, construction document review, inspection of construction work, and maintenance of records for transportation and utility systems.

The **Building** division is responsible for ensuring that building construction complies with City codes through plan review services, field inspection, and administrative support. This is accomplished by accurate record keeping, reporting, code updates, timely response to citizen concerns, and education of the public.

COMMUNITY DEVELOPMENT

SERVICES

Planning
Development Review
Growth Management
Demographic Database
Site Plan Inspection
Area, Corridor, and Master Plans
Zoning Regulations
Comprehensive Plan Administration

Engineering
Infrastructure Planning
Traffic and Transportation Programs
Technical Support to the Public Development Review
Construction Inspection

Building Inspections
Building Plan Review
Inspection
Code Services

Commercial Inspections
Planning, Engineering, and Building Inspections for Commercial Development

Geographic Information Systems
Mapping Application and Analysis of Geographic Data
Maintain Global Positioning System and Surveying Requirements
Live Broadcast of Council Meetings

Capital Improvements
Capital Projects Management
Project Liaison with Engineering, Planning, and End Users

Code Compliance
Zoning Violations
Nuisance Complaint
Protection of Neighborhood Quality

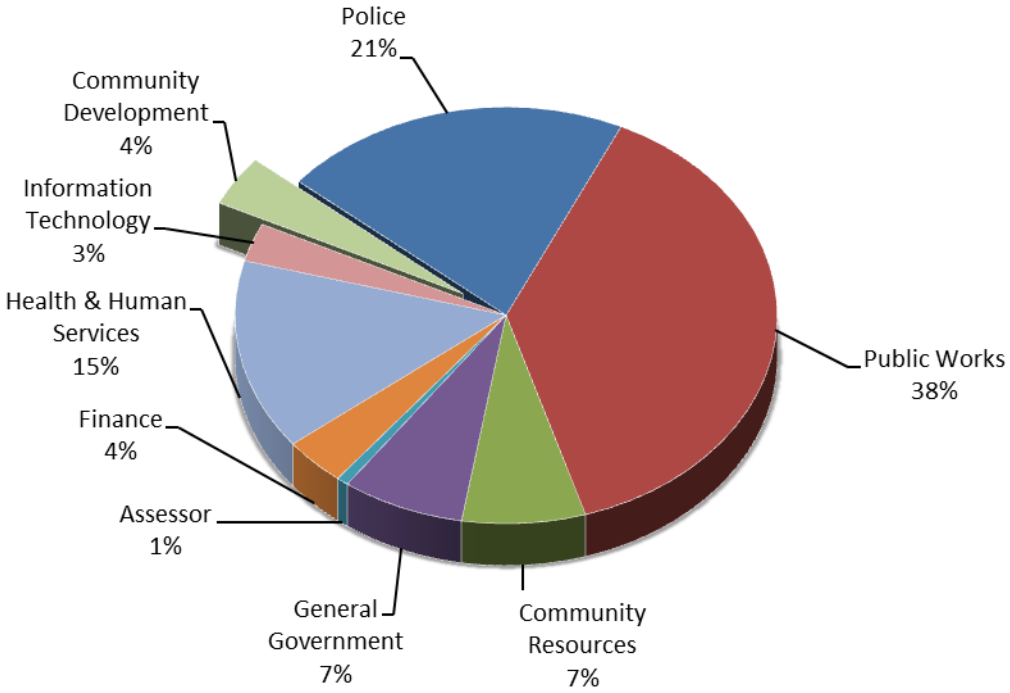
SERVICES continued

The **Geographic Information System (GIS)** division provides GIS/mapping service for citizens, employees, and guests of the City and County of Broomfield. The data is prepared, stored, and distributed to the customers in either electronic or physical formats. The GIS division also produces, broadcasts, and records Study Sessions and City Council meetings.

The **Capital Improvement Program (CIP)** division is responsible for the management of capital construction projects in the CIP, Open Space and Parks, Service Expansion, Conservation Trust, and Urban Renewal funds. The division acts as Broomfield's infrastructure builder and works closely with Community Resources, Public Works, and the other divisions within Community Development, as well as the end users of the projects, including the public and other agencies. The projects are managed from initial concept through design, construction, and warranty periods with an emphasis on quality while minimizing costs and construction impacts to the citizens of Broomfield.

The **Code Compliance** division enforces municipal ordinances to protect and enhance the quality of Broomfield neighborhoods. It also provides information to citizens on the importance of maintaining quality neighborhoods.

2015 OPERATING EXPENDITURES



COMMUNITY DEVELOPMENT

SERVICES

Planning
Development Review
Growth Management
Demographic Database
Site Plan Inspection
Area, Corridor, and Master Plans
Zoning Regulations
Comprehensive Plan Administration

Engineering
Infrastructure Planning
Traffic and Transportation Programs
Technical Support to the Public
Development Review
Construction Inspection

Building Inspections
Building Plan Review
Inspection
Code Services

Commercial Inspections
Planning, Engineering, and Building Inspections for Commercial Development

Geographic Information Systems
Mapping Application and Analysis of Geographic Data
Maintain Global Positioning System and Surveying Requirements
Live Broadcast of Council Meetings

Capital Improvements
Capital Projects Management
Project Liaison with Engineering, Planning, and End Users

Code Compliance
Zoning Violations
Nuisance Complaint
Protection of Neighborhood Quality

2015 FINANCIAL SUMMARY

Expenditures By Account Type	2013 Actuals	2014 Original Budget	2014 Revised Budget	2015 Original Budget
Personnel	3,638,460	3,933,765	4,003,497	3,937,462
Supplies & Equipment	40,984	41,358	40,258	34,724
Contractual Services	169,717	278,287	284,395	289,290
Misc. Expenditures	10	0	10	0
Total Expenditures	**3,849,171**	**4,253,410**	**4,328,160**	**4,261,476**

Expenditures By Division	2013 Actuals	2014 Original Budget	2014 Revised Budget	2015 Original Budget
01-19100 Administration - Com. Dev.	386,061	387,840	394,503	486,253
01-19200 Planning	536,511	632,420	643,620	620,938
01-19300 Engineering	820,154	837,130	862,957	857,222
01-19400 Building Comm Inspections	804,973	944,640	957,508	803,444
01-19600 GIS - City	236,563	253,930	247,832	253,746
01-19700 Code Compliance	329,723	325,630	329,402	327,069
01-19800 CIP	595,593	682,570	701,128	724,143
01-19900 Oil and Gas Inspections	0	50,000	50,000	50,000
02-19600 GIS - County	139,593	139,250	141,210	138,661
Total Expenditures	**3,849,171**	**4,253,410**	**4,328,160**	**4,261,476**

POSITION SUMMARY (FTE)

Division Summary		2013 Actual		2014 Original Budget		2014 Revised Budget		2015 Original Budget	
		FT	PT	FT	PT	FT	PT	FT	PT
01-19100	Administration - Com. Dev.	3.00	0.50	3.00	0.50	3.00	0.50	3.00	0.63
01-19200	Planning	5.30	0.80	5.50	0.80	5.50	0.80	5.50	0.80
01-19300	Engineering	6.70	2.00	6.50	2.00	7.50	2.00	7.50	2.12
01-19400	Building Inspections	12.00	0.00	12.00	0.00	10.00	0.00	10.00	0.00
01-19600	GIS - City	2.50	0.00	2.50	0.00	2.50	0.00	2.50	0.00
02-19600	GIS - County	2.00	0.00	2.00	0.00	2.00	0.00	2.00	0.00
01-19700	Code Compliance	4.00	0.00	4.00	0.00	4.00	0.00	4.00	0.00
01-19800	Capital Improvements Admin.	4.50	1.40	5.50	1.40	5.50	1.40	5.50	1.40
Total Positions		40.00	4.70	41.00	4.70	40.00	4.70	40.00	4.95

SIGNIFICANT CHANGES IN 2015

Administration/Engineering

- An increase of 0.20 FTE and $10,500 in Personnel Services for Part Time hours
- An increase of $80,000 in Contractual Services due to the Broomfield Call-n-Ride service

Engineering

- An increase of 1.0 FTE and $67,000 in personnel services for one Construction Inspector position

Building Inspections

- A decrease of 2.0 FTE and $112,000 in personnel services due to the two Limited Term positions ended in 2014

POLICE

MISSION

The Broomfield Police Department's mission is to enhance the quality of life in the community by protecting life and property, and providing services to prevent crime and resolve problems.

SERVICES



The **Police Administration Division** provides overall leadership for the members of the department and management of daily operations associated with essential city and county law enforcement services. The Broomfield Police Department is the only combined police and sheriff's department in the State of Colorado and, as a result, realizes significant efficiencies both financially and in the development of public safety policy. The Department, in partnership with the community, has developed a community oriented policing philosophy that defines the delivery of all police services. The Broomfield Police Department is organized into two bureaus, the Operations Bureau and Support Services Bureau.

The **Operations Bureau** provides essential public safety services that are delivered at a level consistent with the community policing philosophy.

The **Patrol Division** provides emergency response, calls for service, preliminary investigation, neighborhood problem solving, DUI enforcement, directed patrol, SWAT, and special units.

The **Investigations Division** investigates all persons and property crimes, processes crime scenes, protects victim rights, and files all cases with the District Attorney's office.

The **Special Operations Division** provides traffic enforcement in neighborhoods, on highways, and the Northwest Parkway; conducts accident investigations; special event coordination; patrol services in the FlatIron Business District; and safety in Broomfield's schools through the School Resource Officer program.

The **Support Services Bureau** provides essential public safety services as required for county law enforcement agencies and non-essential services as expected by the community.

The **Administration Division** consists of the Training Unit, Court Security, the Senior Liaison program, the Civil Unit, the Animal Services Unit, and the Property/Evidence Unit. The Training Unit oversees recruitment, in-service and field training, licensing, and background investigations. The Senior Liaison program provides essential police services to our senior community. The Civil Unit, a required county service, serves civil papers received for process from citizens and court, and the Animal Services Unit focuses on animal issues and related ordinance enforcement.

The **Communications Division** provides essential public safety communication services for both the police and fire departments and maintains police and inmate records.

POLICE

SERVICES

Investigations
Property & Person Crime
Crime Analysis
Criminal Intelligence
Crime Scene Investigation
Victim Services

Patrol
Emergency Response
Neighborhood Problem Solving
DUI Enforcement
K-9
Preliminary Investigation
S.W.A.T.

Special Operations
Traffic Enforcement
Accident Investigation
Special Events Response
FlatIron Services
Northwest Parkway
School Resource Officers

Administration Division
Recruitment
In-Service & Field Training
Licensing
Property/Evidence
Animal Services
Court Security
Civil Process
Senior Liaison
Background Investigations
Honor Guard

Detention
Inmate Housing
Prisoner Transport
Inmate Programs
Facility Maintenance
Directive Development

Emergency Management
Public Education
Emergency Management
Coordination Public Information

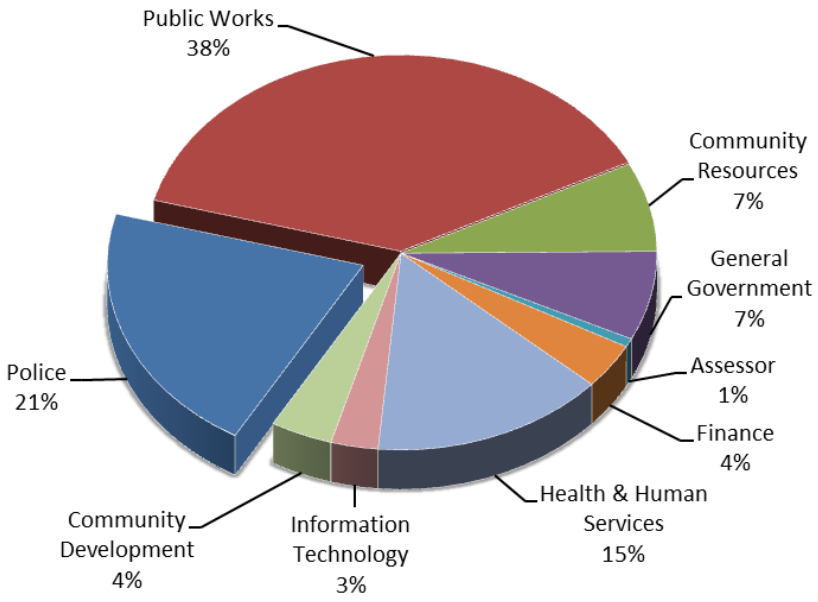
Communications
Police & Fire Dispatch
911 System
Police Records

SERVICES continued

The **Detention Division** maintains a 24/7 operational detention facility that houses and transports inmates, as necessary. The division also provides educational, religious, substance abuse, and anger management programs to inmates.

Emergency Management provides essential emergency management services as required by county law and non-essential public safety services through public education. It is also responsible for the dissemination of public information.

2015 OPERATING EXPENDITURES



FINANCIAL SUMMARY

Expenditures By Account Type	2013 Actuals	2014 Original Budget	2014 Revised Budget	2015 Original Budget
Personnel	19,389,168	19,516,845	19,700,076	19,896,512
Supplies & Equipment	534,870	960,841	1,002,348	851,767
Contractual Services	1,431,590	1,809,108	1,793,865	1,864,734
Capital Outlay	23,636	62,876	75,897	40,903
Total Expenditures	**21,379,264**	**22,349,670**	**22,572,186**	**22,653,916**

POLICE

SERVICES

Investigations
Property & Person Crime
Crime Analysis
Criminal Intelligence
Crime Scene Investigation
Victim Services

Patrol
Emergency Response
Neighborhood Problem Solving
DUI Enforcement
K-9
Preliminary Investigation
S.W.A.T.

Special Operations
Traffic Enforcement
Accident Investigation
Special Events Response
FlatIron Services
Northwest Parkway
School Resource Officers

Administration Division
Recruitment
In-Service & Field Training
Licensing
Property/Evidence
Animal Services
Court Security
Civil Process
Senior Liaison
Background Investigations
Honor Guard

Detention
Inmate Housing
Prisoner Transport
Inmate Programs
Facility Maintenance
Directive Development

Emergency Management
Public Education
Emergency Management
Coordination Public Information

Communications
Police & Fire Dispatch
911 System
Police Records

Expenditures By Division	2013 Actuals	2014 Original Budget	2014 Revised Budget	2015 Original Budget
01-21100 Police Admin	791,995	777,470	785,784	833,135
01-21200 N Metro Task Force	421,398	414,190	416,623	356,725
01-22200 Investigations	1,876,243	1,932,540	1,901,252	1,963,490
01-22300 Patrol	5,862,239	6,140,450	6,254,890	6,229,805
01-22400 Animal Control	294,667	315,020	315,394	332,611
01-22500 Special Operations	481,481	497,390	509,918	501,371
01-22600 Traffic/Northwest Pky	250,685	261,160	262,944	262,209
01-22700 Traffic	1,020,225	1,083,950	1,083,228	1,094,681
01-22800 Flatiron Svcs Unit	432,467	517,110	530,839	566,989
01-23700 Communications Police	1,686,502	1,525,950	1,539,201	1,544,830
01-23800 Communications Fire	465,709	491,910	494,706	486,770
01-24200 Event Center	95,827	103,910	104,721	123,449
01-24300 SWAT	104,156	109,810	109,810	111,727
02-22100 Civil Process	374,614	377,890	382,445	382,182
02-22900 Court Security	622,236	641,640	654,913	636,880
02-23100 Detention Admin	699,661	664,150	670,340	718,206
02-23200 Transport	484,227	456,550	460,082	503,416
02-23300 Detention Operations	3,997,877	4,340,800	4,377,334	4,424,810
02-23400 Training	781,975	947,070	961,022	926,114
02-23500 Emergency Mgmt	265,044	346,330	346,666	276,884
02-23600 Inmate Programs	43,001	47,270	47,470	19,361
02-23900 Police Building Mtce	74,624	109,160	109,772	98,650
02-24100 Property/Evidence	252,411	247,950	252,832	259,621
Total Expenditures	**21,379,264**	**22,349,670**	**22,572,186**	**22,653,916**

POSITION SUMMARY (FTE)

Division Summary		2013 Actual		2014 Original Budget		2014 Revised Budget		2015 Original Budget	
		FT	PT	FT	PT	FT	PT	FT	PT
01-21100	Administration - Police	6.00	0.80	6.00	0.80	6.00	0.80	6.00	0.80
01-22200	Investigations	18.00	0.00	18.00	0.00	18.00	0.00	18.00	0.00
01-22300	Patrol	56.00	1.55	55.00	1.55	54.00	1.55	55.00	1.55
02-23400	Training Unit	6.00	0.00	6.00	0.00	6.00	0.00	6.00	0.00
01-23700	Records and Communications	17.00	0.00	17.00	0.00	17.00	0.00	17.00	0.00
01-22500	Special Operations	5.00	0.00	5.00	0.00	5.00	0.00	5.00	0.00
01-22700	Traffic Unit	9.00	0.00	9.00	0.00	9.00	0.00	9.00	0.00
01-23800	Communications - N. Metro Fire	6.00	0.00	6.00	0.00	6.00	0.00	6.00	0.00
01-22800	FlatIron Services Unit	3.00	0.00	3.00	0.00	4.00	0.00	4.00	0.00
01-22600	Northwest Parkway Unit	2.00	0.00	2.00	0.00	2.00	0.00	2.00	0.00
01-21200	North Metro Task Force	4.00	0.00	4.00	0.00	4.00	0.00	4.00	0.00
01-22400	Animal Control Unit	3.00	0.00	3.00	0.00	3.00	0.00	3.00	0.00
01-24200	Event Center	1.00	0.00	1.00	0.00	1.00	0.00	1.00	0.00
02-23100	Detention Administration	7.00	0.00	7.00	0.00	7.00	0.00	7.00	0.00
02-23300	Detention Operations	34.00	0.00	35.00	0.00	35.00	0.00	35.00	0.00
02-22900	Court Security	7.00	0.00	7.00	0.00	7.00	0.00	7.00	0.00
02-23200	Transport Unit	4.00	0.00	4.00	0.00	4.00	0.00	4.00	0.00
02-23900	Building Maintenance	1.00	0.00	1.00	0.00	1.00	0.00	1.00	0.00
02-23500	Emergency Management	2.00	0.00	2.00	0.00	2.00	0.00	2.00	0.00
02-22100	Civil Process	4.00	0.00	4.00	0.00	4.00	0.00	4.00	0.00
02-24100	Property/Evidence	3.00	0.00	3.00	0.00	3.00	0.00	3.00	0.00
Total Positions		198.00	2.35	198.00	2.35	198.00	2.35	199.00	2.35

POLICE

SERVICES

Investigations
Property & Person Crime
Crime Analysis
Criminal Intelligence
Crime Scene Investigation
Victim Services

Patrol
Emergency Response
Neighborhood Problem Solving
DUI Enforcement
K-9
Preliminary Investigation
S.W.A.T.

Special Operations
Traffic Enforcement
Accident Investigation
Special Events Response
FlatIron Services
Northwest Parkway
School Resource Officers

Administration Division
Recruitment
In-Service & Field Training
Licensing
Property/Evidence
Animal Services
Court Security
Civil Process
Senior Liaison
Background Investigations
Honor Guard

Detention
Inmate Housing
Prisoner Transport
Inmate Programs
Facility Maintenance
Directive Development

Emergency Management
Public Education
Emergency Management
Coordination Public Information

Communications
Police & Fire Dispatch
911 System
Police Records

SIGNIFICANT CHANGES IN 2015

Department wide
- An increase of $40,000 in Equipment due to the Taser replacement

Administration
- An increase of $45,000 in personnel services due to the payroll projection error in 2014 budget

Investigations
- An increase of $6,000 in contractual services due to the purchase of Cellebrite UFED Touch Ultimate

Patrol
- An increase of 1.0 FTE and $77,000 in personnel services due to the addition of one police officer

FlatIron Services Unit
- An increase of 1.0 FTE and $55,000 in personnel services due to the transfer of one officer from Patrol

Event Center
- An increase of $15,000 in services due to the Event Center office upgrade

Detention Administration
- An increase of $47,000 in personnel services due to the 2014 payroll projection error

Detention Operations
- An increase of $62,000 in professional services due to increased Food and Health Care Services

Training
- A decrease of $25,000 in safety supplies and equipment

Emergency Management
- A decrease of $70,000 in personnel services due the payroll projection error in 2014 budget

Inmate Programs
- A decrease of $28,000 in professional services due to one-time Mental Health and Wellness program in 2014

Building Maintenance
- A decrease of $11,000 in special equipment due to the one-time purchase of Scissor Lift in 2014

PUBLIC WORKS

MISSION

Striving to enhance the quality of the environment and life for the citizens of Broomfield through implementing innovative technologies, improving and maintaining the community's water, wastewater, surface water, streets, parks, facilities, open space, cemeteries, and fleet resources in order to provide reliable, efficient, and excellent services.

David Allen, Director

SERVICES



The **Public Works Administration** division plans, organizes, directs, and coordinates the activities of the Public Works Department, including administration and supervision of all Public Works activities and capital improvement projects.

The **Fleet Maintenance** division maintains vehicles and equipment for safety, reliability, and compliance with mandatory State and Federal requirements.

The **Facilities** division provides a clean, safe, healthy, and comfortable environment in each of the City and County facilities in a fiscally responsible manner, ensuring longevity and minimizing costs.

The **Park Maintenance** division maintains and operates the City and County's irrigated parks, right-of-ways, facilities landscaping, open space, trees, structures and appurtenances, and athletic facilities in a responsible manner, providing a safe and aesthetically pleasing environment for our citizens and visitors.

The **Cemetery Maintenance** division is responsible for maintaining the grounds and landscaping at the County Commons and Lakeview cemeteries, while providing a safe and aesthetically pleasing environment for the different types of interments that take place at both cemetery locations.

The **Solid Waste and Recycling** division manages solid waste and resource conservation programs.

The **Street Operations** division provides services which maintain and improve the long-term condition of street infrastructure and provide for safe, clean, and passable streets.

The **Water Supply and Treatment** divisions provide a dependable and safe supply of water which meets the demands of Broomfield residents and businesses.

The **Water Operations and Maintenance** division provides a safe and reliable system for water distribution to the citizens of Broomfield.

PUBLIC WORKS

SERVICES

Fleet Maintenance
Waste Oil Recycling

Facility Maintenance

Parks Maintenance
Horticulture and Forestry
Irrigation
Mowing and Trimming
Athletic Facilities and Structural Maintenance
Cemetery Maintenance

Solid Waste and Recycling
Household Hazardous Waste Drop-Off
Spring Cleanup
Recycling Drop-Off and Education

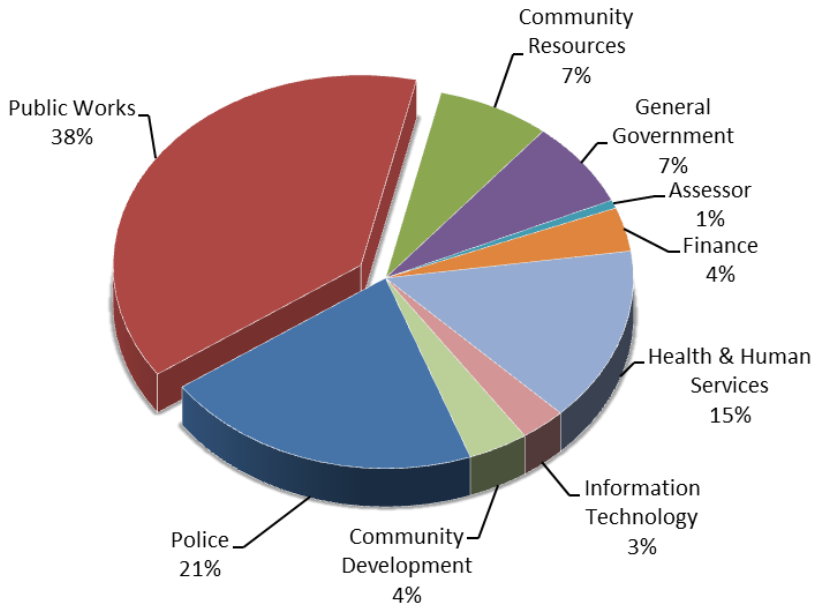
Street Operations
Maintenance of Condition
Snow and Ice Control
Traffic Control
Street Cleaning
Street Lighting

Water Fund
Water Supply Planning and Development
Water Treatment and Distribution
Water Operations and Maintenance
Environmental Monitoring

Wastewater Fund
Wastewater Collections and Treatment
Industrial Pretreatment
Wastewater Operations and Maintenance
Wastewater Laboratory
Stormwater

Water Reclamation Fund
Water Reclamation Operations and Maintenance
Water Reclamation Laboratory
Great Western Treatment
Wastewater Treatment

2015 OPERATING EXPENDITURES



2015 FINANCIAL SUMMARY

Expenditures By Account Type	2013 Actuals	2014 Original Budget	2014 Revised Budget	2015 Original Budget
Personnel	11,364,019	11,737,511	11,957,659	12,325,944
Supplies & Equipment	3,792,757	4,193,819	4,166,096	4,248,006
Contractual Services	14,361,430	16,782,211	16,750,123	17,439,563
Capital Outlay	40,514	173,120	173,120	77,555
Total Expenditures	**29,558,720**	**32,886,661**	**33,046,998**	**34,091,068**

Expenditures By Division	2013 Actuals	2014 Original Budget	2014 Revised Budget	2015 Original Budget
01-30100 Public Works Admin	350,214	345,170	369,938	229,698
01-30200 Fleet Maintenance	1,511,349	1,642,090	1,596,906	1,649,040
01-30300 Parks Mtce	5,575,183	6,488,050	6,548,849	6,832,681
01-30500 Solid Waste & Recycling	253,146	297,790	297,790	337,836
03-32100 Facilities Maintenance	3,754,785	3,769,820	3,829,608	4,053,729
06-34100 Mtce of Condition	934,414	888,570	897,037	932,568
06-34200 Snow & Ice Control	752,364	953,710	955,878	1,037,789
06-34300 Traffic Control	664,930	721,600	740,276	716,463
06-34500 Street Cleaning	201,204	209,350	212,288	220,398
06-34600 Street Lighting	1,268,078	1,268,240	1,254,991	1,233,000
06-34700 Street Insurance	62,744	131,451	81,959	0
06-34800 Street Stormwater	40,955	50,150	50,150	50,150
07-30400 Cemetery Mtce	109,202	110,380	111,528	117,641
40-35100 Water Supply	5,883,313	7,145,244	7,187,387	7,456,504
40-35200 Water Treatment Plant	1,375,388	1,502,094	1,506,418	1,481,985
40-35300 Water System Ops/Mtce	1,434,030	1,469,090	1,482,057	1,572,159

PUBLIC WORKS

SERVICES

Fleet Maintenance
Waste Oil Recycling

Facility Maintenance

Parks Maintenance
Horticulture and Forestry
Irrigation
Mowing and Trimming
Athletic Facilities and Structural Maintenance
Cemetery Maintenance

Solid Waste and Recycling
Household Hazardous Waste Drop-Off
Spring Cleanup
Recycling Drop-Off and Education

Street Operations
Maintenance of Condition
Snow and Ice Control
Traffic Control
Street Cleaning
Street Lighting

Water Fund
Water Supply Planning and Development
Water Treatment and Distribution
Water Operations and Maintenance
Environmental Monitoring

Wastewater Fund
Wastewater Collections and Treatment
Industrial Pretreatment
Wastewater Operations and Maintenance
Wastewater Laboratory
Stormwater

Water Reclamation Fund
Water Reclamation Operations and Maintenance
Water Reclamation Laboratory
Great Western Treatment
Wastewater Treatment

Expenditures By Division (cont'd)	2013 Actuals	2014 Original Budget	2014 Revised Budget	2015 Original Budget
40-35400 Environmental Monitoring	850,028	884,825	894,616	946,854
40-35500 GWR Water Protection	20,733	43,720	43,720	47,280
45-37100 Sewer Treatment Plant	2,223,459	2,409,547	2,422,883	2,504,218
45-37200 Industrial Pretreatment	202,125	216,383	204,621	213,045
45-37300 Sewer System Ops/Mtce	766,991	905,610	937,602	978,688
45-37400 Laboratory Operations	465,470	467,055	469,678	498,947
45-38600 Stormwater	151,215	165,842	161,616	168,052
45-38800 Sewer Stormwater - Ops/Mtce	0	0	4,500	4,500
45-38900 Sewer Stormwater - Envr Svcs	111,013	124,046	124,046	126,275
47-39100 Water Reclamation Supply	426,771	441,004	435,471	450,797
47-39200 Water Reclamation Treatment	129,607	181,600	172,480	176,616
47-39300 Water Reclamation Ops/Mtce	23,645	35,330	35,330	36,055
47-39400 Water Reclamation Lab Ops	16,364	18,900	17,375	18,100
Total Expenditures	**29,558,720**	**32,886,661**	**33,046,998**	**34,091,068**

POSITION SUMMARY (FTE)

Division Summary		2013 Actual		2014 Original Budget		2014 Revised Budget		2015 Original Budget	
		FT	PT	FT	PT	FT	PT	FT	PT
01-30100	Administration - Public Works	2.75	0.00	2.75	0.00	2.75	0.00	1.75	0.00
01-30200	Fleet Maintenance	7.10	1.60	7.10	1.60	7.10	1.60	8.10	1.40
01-30300	Park Maint. - Athletic Facilities	4.70	0.00	4.70	0.00	4.70	0.00	4.70	0.00
01-30310	Park Maint. - Forestry	2.12	0.00	2.12	0.00	2.12	0.00	2.22	0.00
01-30320	Park Maint. - Horticulture	7.37	0.00	7.37	0.00	7.37	0.00	7.57	0.00
01-30330	Park Maint. - Irrigation	6.46	0.00	8.46	0.00	8.46	0.00	8.66	0.00
01-30340	Park Maint. - Open Space	2.20	0.00	2.20	0.00	2.20	0.00	2.40	0.00
01-30350	Park Maint. - Structures/Playgrd.	2.95	0.00	2.95	0.00	2.95	0.00	2.95	0.00
01-30360	Park Maint. - Turf Mowing	5.40	0.00	5.40	0.00	5.40	0.00	5.70	0.00
07-30400	Cemetery Maintenance	1.00	0.00	1.00	0.00	1.00	0.00	1.00	0.00
03-32100	Facilities Maintenance	23.15	6.90	23.15	7.70	23.15	7.70	24.15	7.70
06-34100	Maintenance of Condition	6.83	0.00	6.83	0.00	6.83	0.00	6.83	0.00
06-34200	Snow and Ice Control	0.96	0.00	0.96	0.00	0.96	0.00	0.96	0.00
06-34300	Traffic Control	5.94	0.00	5.94	0.00	5.94	0.00	5.94	0.00
06-34500	Street Cleaning	2.42	0.00	2.42	0.00	2.42	0.00	2.42	0.00
40-35100	Water Supply	2.30	0.00	2.30	0.00	2.30	0.00	2.30	0.00
40-35200	Water Treatment Plant	9.40	0.00	9.40	0.00	9.40	0.00	9.40	0.00
40-35300	Water System Operation/Maint.	10.95	0.00	10.95	0.00	10.95	0.00	11.45	0.00
40-35400	Environmental Monitoring	7.75	0.00	7.75	0.00	7.75	0.00	7.75	0.00
45-37300	WW System Operation/Maint.	7.45	0.00	7.45	0.00	7.45	0.00	7.95	0.00
45-37100	Wastewater Treatment Plant	11.00	0.80	11.00	0.80	11.00	0.80	11.00	0.80
45-37200	Industrial Pretreatment	2.50	0.00	2.50	0.00	2.50	0.00	2.50	0.00
45-37400	Laboratory Operations	4.25	0.80	4.25	0.80	4.25	0.80	4.25	0.80
45-38600	Stormwater	2.50	0.00	2.50	0.00	2.50	0.00	2.50	0.00
47-39100	Water Reclamation	1.30	0.00	1.30	0.00	1.30	0.00	1.30	0.00
Total Positions		140.75	10.10	142.75	10.90	142.75	10.90	145.75	10.70

SIGNIFICANT CHANGES IN 2015

Public Works Administration

- An increase of $22,000 in Professional Services for a Task Code Tracking project
- A decrease of 1.0 FTE and $113,000 in Personnel Services due to a position reclassification to Park Services

PUBLIC WORKS

SERVICES

Fleet Maintenance
Waste Oil Recycling

Facility Maintenance

Parks Maintenance
Horticulture and Forestry
Irrigation
Mowing and Trimming
Athletic Facilities and Structural Maintenance
Cemetery Maintenance

Solid Waste and Recycling
Household Hazardous Waste Drop-Off
Spring Cleanup
Recycling Drop-Off and Education

Street Operations
Maintenance of Condition
Snow and Ice Control
Traffic Control
Street Cleaning
Street Lighting

Water Fund
Water Supply Planning and Development
Water Treatment and Distribution
Water Operations and Maintenance
Environmental Monitoring

Wastewater Fund
Wastewater Collections and Treatment
Industrial Pretreatment
Wastewater Operations and Maintenance
Wastewater Laboratory
Stormwater

Water Reclamation Fund
Water Reclamation Operations and Maintenance
Water Reclamation Laboratory
Great Western Treatment
Wastewater Treatment

Public Works Fleet
- An increase of $54,411 and 1.0 FTE in Personnel Services for the addition of a full-time parts technician
- A decrease of $ 17,000 and 0.20 FTE in Personnel Services for the reduction of part-time hours
- A decrease of $34,000 for fuel usage

Public Works Facilities
- An increase of 1.0 FTE and $58,000 in Personnel Services for increased overtime, the reclassification of a part-time position for an HVAC technician, and the addition of a full-time custodial floater position
- An increase of $103,000 in Contractual Services due to the increase in utilities costs

Public Works Park Maintenance
- An increase of $176,500 in Contractual Services due to an increase in the Turf Mowing contract and increased acreage
- An increase of $76,000 in Personnel and Equipment related to the addition of two seasonal park technicians (Horticulture and Open Space)
- An increase of $75,000 in Contractual Services due to the Emerald Ash Borer Treatment Program

Public Works Street Maintenance
- An increase of $22,000 in Personnel Services due to the increase of hours for seasonal Snow and Ice workers and increased overtime hours for the Maintenance of Condition division
- An increase of $40,000 in Contractual Services due to an increase in price for de-icer supplies and utilities costs

Public Works Solid Waste and Recycling
- An increase of $25,000 in Contractual Services for the annual Spring Cleanup program

Public Works Water Fund
- An increase of $315,000 in Professional Services for the increased Denver Water rate and Colorado Big Thompson assessment increase
- An increase of $45,000 in Personnel Services for the addition of an Electro/Mechanical Senior Technician position (0.5 FTE)

Public Works Sewer Fund
- An increase of $45,000 in Personnel Services for the addition of an Electro/Mechanical Senior Technician position (0.5 FTE)

COMMUNITY RESOURCES

MISSION

The Community Resources Department's mission is to enhance the quality of life and sense of community in Broomfield by providing diverse opportunities and services in the areas of Community Affairs, Museums, Open Space and Trails, Library, Cemetery, and Recreation Services.

Kevin Standbridge
Deputy City and County Manager

SERVICES



The **Cultural Affairs** division manages facilities, programs, museums, and the allocation of public funds for culture in Broomfield. This includes producing and promoting performing and visual arts programs; scheduling and managing the Broomfield Auditorium; managing the Broomfield Depot Museum and collections, providing staff support to the Broomfield Veterans Memorial Museum Board, Broomfield Cultural Council, the Public Art Committee, and the Broomfield/Ueda Sister City Committee; consulting and collaborating with other City and County departments and community organizations; and providing year-round cultural information to the general public.

The **Museums** division oversees the operations and programs of the Broomfield Veterans Memorial Museum and the Broomfield Depot Museum. This division handles facility management and maintenance for both museums. This division curates the museum's collections, interprets Broomfield history for the public, and promotes public awareness of Broomfield's museums.

The mission of the **Open Space and Trails** division is to acquire open space and create a comprehensive trail system that allows for the enjoyment of the outdoors and promotes a healthy environment for people, nature, and community. This work includes land acquisition, open space management, wildlife preservation/coexistence, trail design/construction, development review, creation of policies and plans, implementation of the Open Space, Parks, Recreation and Trails Master Plan, the organization of educational and special events, coordination/oversight of volunteer programs, and administration/management of the division. Staff works closely with the Open Space and Trails Advisory Committee, a seven-person citizen board appointed by City Council. The division is also committed to a strong public participation component in its work.

The **Mamie Doud Eisenhower Public Library** provides informational and cultural resources and programs for the community. Collections include books, audio-visual materials, periodicals, electronic databases, and downloadable books and music. Library users can also access regional and world-wide resources through public Internet computers and inter-library borrowing. Program offerings include cultural and educational opportunities for all ages. The library works closely with a seven-member citizen board appointed by City Council to ensure that community needs are met.

COMMUNITY RESOURCES

SERVICES

Cultural Affairs
Auditorium
Management of Community Programs
Public Art

Museums
Broomfield Veterans Museum
Broomfield Depot Museum
Curate Collections
Promote Public Awareness

Open Space and Trails
Land Acquisition
Open Space Management
Wildlife
Trail Planning

Library
Technical Services
Circulation
Reference
Young Adult Services
Children's Services

Cemetery
Full Burials
Cremation
Veteran's Location

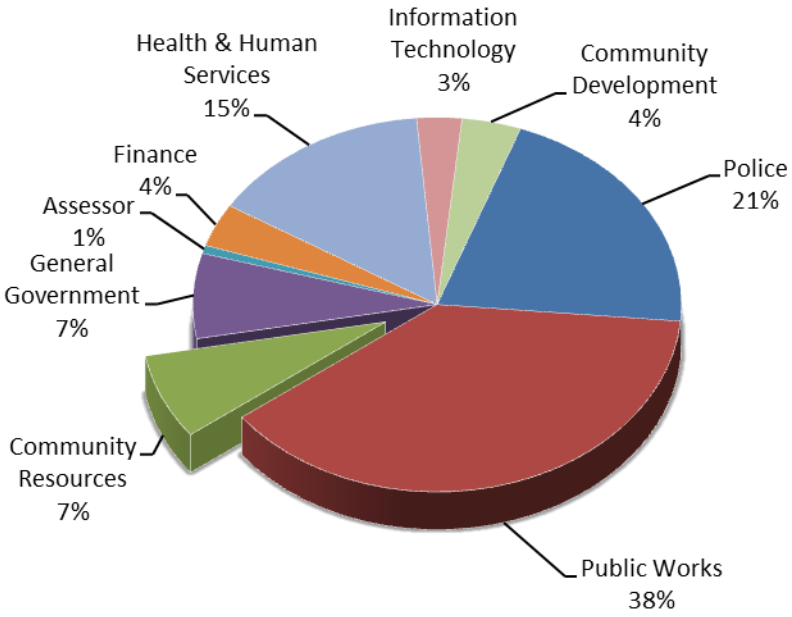
Recreation Services
Facility Operations
Recreation Programs
Park and Facility Design

SERVICES continued

The Broomfield County Commons and Lakeview Cemeteries provide the citizens of Broomfield affordable burial options including full burial and cremation.

The Paul Derda Recreation Center, Broomfield Community Center, and "The Bay" Aquatic Center provide clean, safe, high-quality, and well-maintained recreation facilities for public use. They also provide quality recreation and leisure opportunities to the community.

2015 OPERATING EXPENDITURES



2015 FINANCIAL SUMMARY

Expenditures By Account Type	2013 Actuals	2014 Original Budget	2014 Revised Budget	2015 Original Budget
Personnel	6,030,701	6,173,039	6,255,840	6,319,763
Supplies & Equipment	580,519	650,430	660,661	682,725
Contractual Services	717,704	884,212	873,397	894,450
Misc. Expenditures	303	0	0	0
Total Expenditures	**7,329,227**	**7,707,681**	**7,789,898**	**7,896,938**

COMMUNITY RESOURCES

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Recreation Services
Facility Operations
Recreation Programs
Park and Facility Design

Expenditures By Division	2013 Actuals	2014 Original Budget	2014 Revised Budget	2015 Original Budget
01-61100 Cultural Affairs	334,800	316,410	324,116	384,606
01-61500 Museums	67,076	68,430	69,659	86,480
01-62100 Open Space & Trails	250,616	250,620	254,024	259,702
04-66100 Recreation Admin.	148,271	149,410	151,211	144,927
04-66200 Paul Derda Rec Center	1,471,914	1,421,460	1,428,991	1,437,194
04-66300 Broomfield Community Center	617,803	727,630	733,752	720,518
04-66410 Aquatic Programs	146,042	220,660	221,418	215,554
04-66420 Flexible Programs	18,709	22,850	22,850	22,150
04-66430 Senior Programs	128,985	172,730	173,134	159,209
04-66440 Special Events	200,330	229,180	222,880	221,528
04-66450 General Programs	309,791	318,470	319,127	314,223
04-66460 Athletic Programs	783,732	883,748	878,096	912,026
04-66470 Teen Center	277,102	294,940	311,988	340,050
04-66480 The Bay	266,345	269,770	270,800	258,039
04-66490 Concessions	238	0	0	0
04-66500 Special Needs Programs	72,799	78,120	79,039	77,219
04-66510 Skate Park/Batting Cages	35,453	43,250	43,428	39,222
05-63100 Library	2,167,834	2,201,583	2,246,715	2,276,410
07-64100 Lakeview Cemetery	1,868	4,000	4,000	4,000
07-64200 County Commons Cemetery	29,519	34,420	34,670	23,881
Total Expenditures	**7,329,227**	**7,707,681**	**7,789,898**	**7,896,938**

POSITION SUMMARY (FTE)

Division Summary		2013 Actual		2014 Original Budget		2014 Revised Budget		2015 Original Budget	
		FT	PT	FT	PT	FT	PT	FT	PT
01-61100	Cultural Affairs	2.50	1.40	2.55	1.50	2.55	1.50	2.55	1.50
01-61500	Museum	0.00	0.80	0.00	0.80	0.00	0.80	0.00	0.80
01-62100	Open Space and Trails Admin.	2.15	0.00	2.15	0.00	2.15	0.00	2.15	0.00
05-63100	Library	12.50	15.09	12.45	15.89	12.45	15.89	12.45	16.09
07-64200	County Commons Cemetery	0.25	0.00	0.25	0.00	0.20	0.00	0.20	0.00
04-66100	Rec. Services Admin.	1.20	0.00	1.20	0.00	1.20	0.00	1.20	0.00
04-66200	Paul Derda Recreation Center	5.36	22.84	6.36	21.52	6.36	21.52	6.36	21.52
04-66300	Community Center	4.45	9.00	4.45	9.00	4.45	9.00	4.45	9.00
04-66410	Aquatic Programs	0.80	1.95	0.80	1.95	0.80	1.95	0.80	1.95
04-66420	Flexible Programs	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00
04-66430	Senior Programs	0.59	1.93	1.51	0.84	1.56	0.84	1.56	0.84
04-66440	Special Events	1.37	0.28	1.37	0.28	1.37	0.28	1.37	0.28
04-66450	General Programs	2.11	5.39	2.11	5.19	2.11	5.19	2.11	5.19
04-66460	Athletic Programs	5.51	4.10	5.59	4.90	5.59	4.90	5.59	4.90
04-66470	Teen Center	0.99	0.44	1.04	0.39	1.04	0.39	1.04	0.39
04-66480	Aquatic Center (The Bay)	1.34	3.34	1.29	3.34	1.29	3.34	1.29	3.34
04-66500	Special Needs Programs	0.95	0.21	0.95	0.21	0.95	0.21	0.95	0.21
04-66510	Skate Park/Batting Cages	0.18	0.79	0.18	0.65	0.18	0.65	0.18	0.65
Total Positions		42.25	67.56	44.25	66.46	44.25	66.46	44.25	66.66

SIGNIFICANT CHANGES IN 2015

Cultural Affairs

- An increase of $36,000 for new scheduling software

COMMUNITY RESOURCES

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Public Art

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Recreation Programs
Park and Facility Design

Museum

- An increase of 1,248 temporary hours and $28,869 for assistance in cleaning and documenting the collection

Library

- An increase of $13,000 in Personnel Services due to increased part-time hours for the Children's Library Assistant and the addition of a temporary library aide
- An increase of $8,000 in Contractual Services for the Integrated Library System upgrade
- An increase of $7,000 in Supplies for a new circulation workstation

Recreation

- An increase of $52,000 for increases related to the Summer Camp program

HEALTH AND HUMAN SERVICES

MISSION

We exist in partnership with the community to recognize, develop and promote opportunities that encourage personal, social, and environmental responsibility. We value the health and safety of our citizens and are dedicated to serve Broomfield with integrity, creativity, dignity, and respect.

Debra Oldenettel, Director

SERVICES



Operations and Administration provides direct support to all Health and Human Services programs. This includes budget development and analysis, revenue and grant management, contract development and monitoring, front desk operations, accounting, policy development and guidance, website maintenance, emergency response operations, and quality assurance of all department publications.

The **Human Services Support** division provides a mechanism for allocating indirect costs for central services received by Human Services, such as accounting, legal, and human resource functions, to the Human Services Fund.

Family and Children's Services (FCS) provides intervention services to youth in conflict, children and youth in need of protection, and children in need of specialized services. Services also include: out-of-home placements for children/youth who cannot safely remain in their own homes, adoptions, and clinical intervention for families and victims of child abuse and neglect. Services are provided to stabilize or reunite families and to ensure the protection of children. These services may be provided directly or through outside providers. Adult protection services include assessment, resource, and referral for adults at risk of abuse, neglect, and financial exploitation.

Child Care Assistance provides child care subsidies to families that are low-income, eligible for Temporary Assistance for Needy Families (TANF), or are involved in a Child Welfare case in which child care is provided to assist a family with special circumstances. This program recruits, trains, and supports child care providers to serve families in need of child care subsidies.

Public Assistance provides services to Colorado's children, families, adults, disabled citizens, and veterans. Programs include adult financial and medical assistance programs, pregnant women and children's medical support, the Older American Act programs, Food Assistance, Veterans Benefits, information, referrals, and options for long-term care.

Child Support Enforcement provides child support assistance to custodial or non-custodial parents and guardians. The primary goal of this program is to ensure the financial well-being of children and avoid the need for public assistance. This program also includes establishment of paternity to provide legal accountability for children.

Temporary Assistance for Needy Families (TANF) provides temporary monthly cash assistance to families through a federal welfare reform program implemented in Colorado as the Colorado Works Program. This program assists heads of households in developing skills that will enable them to work and support their children.

HEALTH AND HUMAN SERVICES

SERVICES

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Budget and Financial Management
Grants and Contracts
IT Support
Website Management
Policy Development
Quality Assurance of Publications

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Adult Protection
Youth Services
Child Care
Foster Care/Out-of-Home Placement
Adoption

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CSU Extension Program
4-H Youth Development
Master Gardeners

Senior Services
Community Services
Easy Ride Transportation
Nutrition Programs/Meals on Wheels

SERVICES continued

TANF also provides support services (such as budgeting, interviewing skills, and child care assistance) to help eligible participants meet the goal of self-sufficiency. Federal law requires participants to engage in a work activity within 24 months of starting the program.

The **Workforce Center** assists clients in their employment efforts by providing access to job market and referral information, resume and cover letter tools, Internet and word processing access, and a reference/resource library. All Workforce Center services are free to employers and job seekers.

The **Healthy Communities Program** provides services to help eligible residents find and understand all of the benefits available to them through Medicaid; to improve the health of children, from birth through age 20, by enhancing access to and appropriate utilization of primary and preventive health care for Medicaid-eligible families; and to help pregnant women obtain Medicaid Presumptive Eligibility and referrals to ensure early and adequate prenatal care.

The **Tenant Based Rental Assistance (TBRA)** program provides rental assistance for eligible Broomfield families with children. HHS, in partnership with the Broomfield Housing Authority, works with families to help them acquire stable housing and become self-sufficient within a two-year period.

Low-Income Energy Assistance Program (LEAP) is a federally-funded program administered by the Colorado Department of Human Services that is designed to help qualifying low-income households cover part of their winter home heating costs from Nov. 1 through April 30.

The **Human Services Support** division provides a mechanism for allocating central services received by Human Services, such as accounting, legal, and human resource functions, to the Human Services Funds. Support also includes an allocation for unemployment and workers compensation insurances.

The **Public Health Administration** division is a centralized administration, accounting, and operations division which provides the support for functions within Public Health. It must be kept separate from Human Services' centralized Operations and Administration division due to separate funding streams. Through a comprehensive and collaborative community-based approach, Public Health programs enhance public health by building capacity to achieve health improvements through informing, educating, and empowering individuals about health issues.

Reproductive Health provides affordable services to prevent unintended pregnancy and the spread of sexually transmitted infections through health screenings and family planning services for men and women. This program receives funding through Title X federal grants, state and local resources, and patient fees and donations.

The **Immunization Program,** through education, community partnerships, advocacy, outreach clinics and administration of vaccines, works to decrease vaccine-preventable illness and to ensure that children and youth in Broomfield meet the state child care and school immunization requirements.

The **Travel Clinic** provides consultation, health education, and immunizations to clients traveling in the United States or abroad.

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SERVICES continued

The **Health Care Program for Children with Special Needs (HCP)** provides several levels of service for any child from birth to 21 years of age, who has been identified with special needs. The program is designed to assist families in obtaining information, referrals, and support to ensure that the family's needs are met. It supports families in reaching their highest potential.

The **Helping Our families by Promoting Empowerment (HOPE) Nurse Home Visitation Program** offers eligible women and families the opportunity to receive home visits from a public health nurse in order to promote healthy pregnancies, healthy children, and healthy families.

The **Women, Infants and Children (WIC)** program provides supplemental foods, nutrition counseling, and referrals to other health and social services for low-income pregnant, postpartum, and breastfeeding women; infants; and children up to age five who are at nutritional risk. This program receives funding from the United States Department of Agriculture.

The **Environmental Health** division prevents disease, promotes health, and protects the environment for the citizens of Broomfield through scientific risk assessments, education and outreach, inspections and monitoring activities, preparation for emergency responses, and enforcement of state environmental health regulations.

The **Vital Statistics** division issues birth and death certificates and collects health data regarding causes of death, low birth weights, adolescent pregnancy, and other health trends that drive the need for Public Health programs. Vital Statistics is able to issue copies of birth certificates to anyone born in Colorado, regardless of the county in which they were born.

Broomfield contracts with the Adams County Coroner's Office for comprehensive coroner services, which include view/inquiry, cause and manner of death, investigation of all death reports received from the Broomfield Police Department, notification of next of kin, autopsies and tests required by law, file maintenance, and disaster response.

Colorado State University (CSU) Extension provides research and educational information on gardening, horticulture, 4-H, and other youth programs through community outreach, training and hands-on activities.

Broomfield Senior Services, working in partnership with the Denver Regional Council of Governments Area Agency on Aging and community volunteers, provides supportive services to adults age 60 and over residing in Broomfield. Services are designed to meet the needs of older adults and improve their quality of life. Services include transportation, information and assistance, caregiver services, support groups, educational presentations, congregate lunch program, Meals-on-Wheels, nutrition education, and special events.

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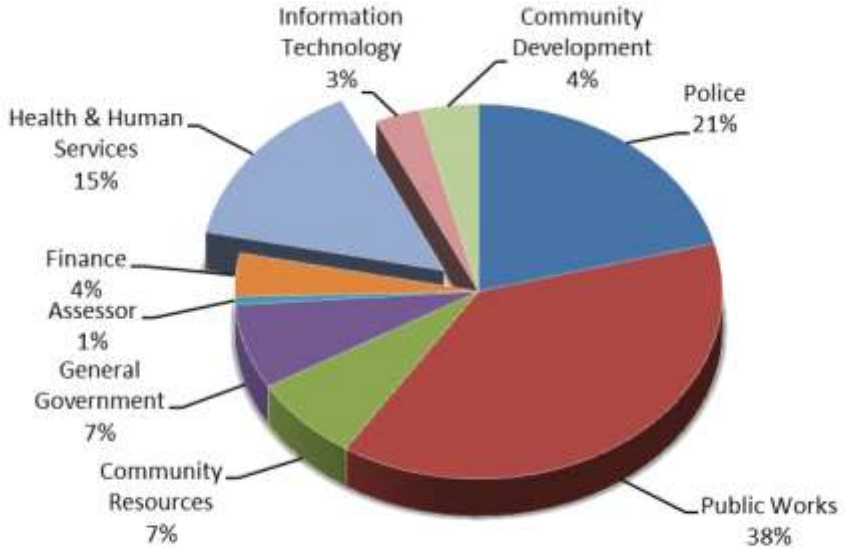
Self-Sufficiency, Employment and Public Assistance
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Senior Services
Community Services
Easy Ride Transportation
Nutrition Programs/Meals on Wheels

2015 OPERATING EXPENDITURES



2015 FINANCIAL SUMMARY

Expenditures By Account Type	2013 Actuals	2014 Original Budget	2014 Revised Budget	2015 Original Budget
Personnel	5,877,934	6,463,990	6,644,711	6,599,189
Supplies & Equipment	311,309	365,680	423,761	395,305
Contractual Services	813,283	1,173,541	1,384,277	1,238,835
HHS Benefits	4,970,185	6,584,470	5,309,709	5,570,104
Total Expenditures	**11,972,711**	**14,587,681**	**13,762,458**	**13,803,433**

Expenditures By Division	2013 Actuals	2014 Original Budget	2014 Revised Budget	2015 Original Budget
08-40100 HS - Operations & Admin.	651,597	712,090	743,277	689,278
08-40120 HS - Support	217,763	273,781	278,990	232,403
08-40150 HS - Adult Services	59,985	79,710	86,845	74,601
08-40200 HS - Child Welfare Admin.	2,353,384	3,072,180	2,816,700	2,793,683
08-40250 HS - Child Care Assistance	325,269	464,010	329,366	329,836
08-40300 HS - Public Assistance	4,488,777	5,320,330	4,711,057	5,044,887
08-40320 HS - Child Support Enforcement	278,642	285,040	285,382	330,836
08-40350 HS - TANF Administration	384,581	711,650	658,097	641,968
08-42100 HS - Workforce Center	778,206	840,120	855,409	892,284
08-45800 HS - CSU Extension	40	0	0	0
02-45100 PH - Administration	144,760	176,690	239,024	160,893
02-45200 PH - Reproductive Health	227,285	264,460	272,958	240,412
02-45210 PH - Immunizations	425,824	413,120	420,331	473,503
02-45220 PH - Children w/Special Needs	60,579	63,430	63,689	64,762
02-45300 PH - Women, Infants & Children	89,251	121,740	130,405	107,829
02-45400 PH - Environmental Health	395,052	511,090	517,869	443,169
02-45500 PH - Health Promotions	62,890	126,660	128,105	106,697
02-45600 PH - Vital Statistics	17,921	24,610	24,850	27,132

HEALTH AND HUMAN SERVICES

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Expenditures By Division (cont'd)	2013 Actuals	2014 Original Budget	2014 Revised Budget	2015 Original Budget
02-45700 PH - Coroner	297,450	300,000	300,000	300,000
02-45800 PH - CSU Extension	47,941	75,120	76,023	70,236
08-48100 Seniors - Administration	151,490	155,760	155,634	155,432
08-48200 Seniors - Community Svcs	105,072	113,430	152,498	111,580
08-48300 Seniors - Easy Ride Transp	124,850	202,330	230,881	201,674
08-48400 Seniors - Nutrition	284,102	280,330	285,068	310,338
Total Expenditures	**11,972,711**	**14,587,681**	**13,762,458**	**13,803,433**

POSITION SUMMARY (FTE)

Division Summary		2013 Actual		2014 Original Budget		2014 Revised Budget		2015 Original Budget	
		FT	PT	FT	PT	FT	PT	FT	PT
08-40120	HS - Support	2.65	0.00	2.65	0.00	2.65	0.00	2.65	0.00
08-40100	HS - Operations & Admin.	8.02	0.00	8.03	0.00	7.94	0.00	7.21	0.00
08-40200	HS - Child Welfare Admin.	19.86	0.00	19.44	0.00	19.47	0.00	19.50	0.00
08-40250	HS - Child Care Assistance	1.28	0.00	1.27	0.00	1.27	0.00	1.14	0.00
08-40300	HS - Public Assistance	11.09	0.40	11.98	0.90	12.08	0.40	13.97	0.90
08-40150	HS - Adult Services	1.00	0.00	1.00	0.00	1.00	0.00	1.00	0.00
08-40320	HS - Child Support Enforcement	3.49	0.50	3.43	0.50	3.43	0.50	3.73	0.50
08-40350	HS - TANF Administration	3.84	0.00	3.85	0.00	3.85	0.00	3.85	0.00
08-42100	HS - Workforce Center	8.94	2.08	9.29	2.08	9.24	2.08	9.31	2.08
02-45100	PH - Administration	2.15	0.00	2.38	0.00	2.39	0.00	1.96	0.00
02-45200	PH - Reproductive Health	1.20	1.00	1.15	1.00	1.15	1.00	1.15	1.00
02-45300	PH - Women, Infants & Children	1.35	0.50	1.35	0.50	1.35	0.00	1.50	0.00
02-45210	PH - Immunizations	4.60	0.00	4.65	0.00	4.65	0.00	4.65	0.00
02-45400	PH - Environmental Health	4.60	0.50	4.60	0.50	4.60	0.50	4.60	0.50
02-45500	PH - Health Promotions	1.30	0.00	1.30	0.00	1.30	0.00	1.15	0.00
02-45600	PH - Vital Statistics	0.25	0.00	0.25	0.00	0.25	0.00	0.25	0.00
02-45800	PH - CSU Extension	0.03	0.50	0.03	0.50	0.03	0.50	0.03	0.50
02-45220	PH - Children w/Special Needs	1.00	0.00	1.00	0.00	1.00	0.00	1.00	0.00
08-48100	Seniors - Administration	2.00	0.00	2.00	0.00	2.00	0.00	2.00	0.00
08-48200	Seniors - Community Services	1.00	0.00	1.00	0.00	1.00	0.00	1.00	0.00
08-48300	Seniors - Easy Ride Transport.	1.00	2.07	3.00	0.80	3.00	0.80	3.00	0.80
08-48400	Seniors - Senior Nutrition	1.00	2.10	1.00	2.10	1.00	2.10	1.00	2.10
Total Positions		81.65	9.65	84.65	8.88	84.65	7.88	85.65	8.38

SIGNIFICANT CHANGES IN 2015

Human Services

- Increase of 1.0 FTE and $ 70,000 for Medicaid Eligibility services
- Increase of 0.50 FTE and $33,000 for a Revenue Recovery Technician
- Decrease of $1.1 million in budgeted Client Benefits to adjust the budget closer to the actual trend. 2013 Actual Client Benefits was $5 million, the 2014 Budget request was $6.6 million, the adjusted 2015 Budget request is $5.5 million

Public Health

- In 2014, decrease of two 0.50 FTEs and $50,000 for grant funded positions that expired

Senior Services

- Increase of 600 Easy Ride driver hours and $ 8,000

Capital Improvement Program

The Capital Improvement Program (CIP) budget is the result of careful planning and use of the 2005 City and County Comprehensive Plan, The Long Range Financial Plan (LRFP), and cooperation between citizen committees and department staff. The focus is on the next five years, but the plan includes details for the next 20 years, plus projects that have been identified that are beyond the 20-year scope. The plan includes capital rehabilitation and asset replacement needs in addition to desires for new amenities and expanded and new facilities. The plan assists with forecasting needs for enhanced capital revenues, such as bond funding, to meet large infrastructure needs.

Capital Improvement Budget Policies

- The City and County will project its equipment replacement and maintenance schedule needs for the next five years and will update this projection each year. From this projection, a maintenance and replacement schedule will be developed and followed.
- The City and County will develop a multi-year plan for capital improvements, including Capital Improvement Program (CIP) design, development, implementation, and operating and maintenance costs.
- A capital project is defined as a project with a useful life greater than one year and a cost equal to or greater than $10,000. Projects not meeting these criteria are generally funded in operating budgets.
- Equipment will be included in the Capital Budget if it is a replacement of a current asset with a cost equal to or greater than $5,000. New equipment, regardless of the cost, and replacement of equipment costing less than $5,000 are generally funded in operating budgets.

Budget Development Process

The City and County's planning and budget process begins early in the year for the next year's budget. Current revenues and capital project expenditures are closely analyzed to determine if projections are accurate. This process allows for any possible excess project funding to be reduced and programmed into the next year's budget. The current year budget is generally amended in March to appropriate prior-year projects that are in progress and release any funding no longer needed.

The CIP staff begins its qualitative review of a project with the use of a project evaluation form. This form is a decision-making tool that assists in the recommendation of projects. The evaluation primarily focuses on the needs of the community and progress towards Broomfield goals. Staff considers how the project will impact the community, how it fits within the Comprehensive Plan and Long Range Financial Plan, and how the construction costs compare to the end benefit. Projects are also weighted higher if they meet at least one of the following criteria:

- Health and welfare of Broomfield's citizens
- Safety conditions for Broomfield's staff
- Asset protection - to prevent increased future cost
- Opportunity cost - such as grant or joint projects with other entities

Once a project is accepted, the CIP staff proceeds with a more in-depth analysis by considering the following factors:

- If this is a replacement of a current asset, are the expenditures necessary to continue providing the same level of service?

- Will the replacement reduce operating costs? For example, will the cost of labor, materials or other items, such as electricity, be lowered by replacing obsolete equipment?
- What are the future service demands, and will this project be able to meet those demands?
- Is this project required to comply with safety or environmental mandates?

The CIP staff also reviews the estimated cost to ensure it is projected at a reasonable cost. Once a project reaches this point, it is then categorized within one of the 12 city categories and added to the Capital Plan. Projects are then compared within each category and prioritized to like-kind projects. In some cases, such as Open Space and Trails, citizen committees help prioritize the projects within the category. In other cases, staff prioritizes the projects based on need, value to the community, availability of funding source, and other factors. CIP staff also complete alternative design analyses, whenever possible. The benefit of this analysis is to ensure that construction costs do not outweigh the benefits of the project.

Budget Calendar

Important dates for the development of the budget are listed in the chart below.

January – February	City Council sets Priorities for Coming Year
March	Citizens and Committees Submit Capital Project Ideas to Staff
April	CIP Department Staff evaluates the current year's projects
May - June	CIP Department Staff evaluates and develops next year's projects
July - August	Budget and CIP Staff review capital requests
September	Draft Budget is submitted to City /County Manager's Office
September	Citizen Suggestions and Input are received
October	Recommended Budget is Presented to Council for review and consent
October - November	Public Hearing on Proposed Budget; Council Adopts Budget Resolution
December	Budget Document Completed

CIP Fund Summaries

The Sales and Use Tax Capital Improvement Fund

This fund was established to account for the deposit of a portion of sales and use tax revenues collected and dedicated for capital improvements. One-third of Broomfield's 3.5% city sales and use tax revenue collected is earmarked for capital improvements and other costs related to capital improvements, such as studies, planning, consulting, engineering, legal, and financing. The asset replacement fund is a sub-fund created to provide for the replacement of existing capital equipment items within the general government type funds (enterprise fund items are budgeted within the appropriate enterprise fund).

Sales and Use Tax Capital Improvements Fund Sources and Uses of Funds						
	Actual 2013	Original Budget 2014	Revised Estimate 2014	Budget 2015	% Change 14 Original 2015	% Change 14 Revised 2015
Beginning Balance	$ 26,691,066	$ 7,216,705	$ 31,111,191	$ 4,522,409	-37.33%	-85.46%
Revenues	19,720,000	36,121,519	42,118,319	23,493,788	-34.96%	-44.22%
Interfund Activity	11,493,145	6,863,100	12,354,200	8,209,369	19.62%	-33.55%
Total Sources of Funds	$ 57,904,211	$ 50,201,324	$ 85,583,710	$ 36,225,566	-27.84%	-57.67%
Expenditures	$ 20,292,359	$ 39,304,317	$ 70,430,449	$ 23,949,945	-39.07%	-65.99%
Interfund Activity	1,611,172	4,382,453	4,382,353	5,554,723	26.75%	26.75%
Transfer to Reserves	4,889,489	6,238,499	6,248,499	6,500,000	4.19%	4.02%
Total Uses of Funds	$ 26,793,020	$ 49,925,269	$ 81,061,301	$ 36,004,668	-27.88%	-55.58%
Ending Balance	$ 31,111,191	$ 276,055	$ 4,522,409	$ 220,898	-19.98%	-95.12%

The Sales and Use Tax Fund also accumulates funds each year to be used to finance large projects. Funds are allocated for facilities improvements, asset protection, sound wall projects, transportation projects, and IT software replacement projects. In 2013 and 2014, funds are being used for the design phase and construction of a new Health and Human Services building. In 2015, funds are being used for the Dillon Road improvements and Payroll/HR software replacement.

Sales and Use Tax Capital Improvements Reserves (Allocation for Asset Protection, Facilities Improvements, Sound Walls, Transportation Projects, and Telecom Systems)						
	Actual 2013	Original Budget 2014	Revised Estimate 2014	Budget 2015	% Change 14 Original 2015	% Change 14 Revised 2015
Beginning Balance	$ 14,165,217	$ 16,356,574	$ 18,317,156	$ 7,826,839	-52.15%	-57.27%
Additions	5,051,155	6,238,499	6,248,499	6,500,000	4.19%	4.02%
Uses	175,084	14,620,000	16,738,816	2,700,100	-81.53%	-83.87%
Ending Balance	$ 19,041,288	$ 7,975,073	$ 7,826,839	$ 11,626,739	45.79%	48.55%

The Conservation Trust Fund

This fund was established to account for the deposit of Colorado Lottery proceeds, which the State shares with city and county governments. Proceeds can be used for the acquisition, development, and maintenance of new conservation sites and capital improvements or maintenance for recreational purposes on any public sites.

Conservation Trust Fund Sources and Uses of Funds						
	Actual 2013	Original Budget 2014	Revised Estimate 2014	Budget 2015	% Change 14 Original 2015	% Change 14 Revised 2015
Beginning Balance	$ 1,260,518	$ 1,205,192	$ 1,392,077	$ 397,815	-66.99%	-71.42%
Revenues	629,569	638,100	638,400	638,600	0.08%	0.03%
Total Sources of Funds	$ 1,890,087	$ 1,843,292	$ 2,030,477	$ 1,036,415	-43.77%	-48.96%
Expenditures	$ 498,010	$ 1,065,000	$ 1,632,662	$ 653,000	-38.69%	-60.00%
Interfund Activity	-	-	-	-	NA	NA
Total Uses of Funds	$ 498,010	$ 1,065,000	$ 1,632,662	$ 653,000	-38.69%	-60.00%
Ending Balance	$ 1,392,077	$ 778,292	$ 397,815	$ 383,415	-50.74%	-3.62%

The Open Space and Park Land Fund

This fund was established to account for sales and use tax revenues earmarked for capital improvements related to open space and park land. In 2015, Open Space and Park Land Fund sales and use tax revenues are estimated at $3,650,008, based on a sales tax rate of 0.25%, 80% of which is designated for open space projects, with the remaining 20% designated for park land and recreation facility projects.

Open Space and Park Land Fund Sources and Uses of Funds	Actual 2013	Original Budget 2014	Revised Estimate 2014	Budget 2015	% Change 14 Original 2015	% Change 14 Revised 2015
Beginning Balance	$ 3,422,161	$ 2,332,691	$ 3,307,301	$ 3,050,662	30.78%	-7.76%
Revenues	3,570,006	4,285,287	4,333,832	3,650,008	-14.82%	-15.78%
Interfund Activity	-	1,381,083	1,381,083	125,000	-90.95%	-90.95%
Total Sources of Funds	$ 6,992,167	$ 7,999,061	$ 9,022,216	$ 6,825,670	-14.67%	-24.35%
Expenditures	$ 1,579,081	$ 4,509,286	$ 3,996,241	$ 3,162,686	-29.86%	-20.86%
Interfund Activity	660,749	499,370	499,083	624,083	24.97%	25.05%
Lease/Purchase Payments	1,445,036	1,476,230	1,476,230	1,380,419	-6.49%	-6.49%
Total Uses of Funds	$ 3,684,866	$ 6,484,886	$ 5,971,554	$ 5,167,188	-20.32%	-13.47%
Ending Balance	$ 3,307,301	$ 1,514,175	$ 3,050,662	$ 1,658,482	9.53%	-45.64%

The Services Expansion Fee (SEF) Fund

This fund was established to account for the deposit of SEF revenues collected by the City. As enacted by City Council in 1995, the City began imposing an excise tax of $1.00 per square foot of new residential construction. The purpose of this fee is to provide funds for future capital costs associated with residential growth. In practice, Broomfield has designated 50% of SEF revenues to be used to fund joint-use educational/municipal facilities in cooperation with the school districts that serve Broomfield. The remaining 50% of SEF revenues are used to fund capital improvements benefiting the residential area paying the fee, such as arterial roadways, parks, community facilities, traffic signals, etc.

Service Expansion Fee (SEF) Fund Sources and Uses of Funds	Actual 2013	Original Budget 2014	Revised Estimate 2014	Budget 2015	% Change 14 Original 2015	% Change 14 Revised 2015
Beginning Balance	$ 5,047,106	$ 5,427,605	$ 6,114,903	$ 5,735,943	5.68%	-6.20%
Revenues	1,536,712	2,164,300	2,017,500	2,002,100	-7.49%	-0.76%
Interfund Activity	-	-	-	-	NA	NA
Total Sources of Funds	$ 6,583,818	$ 7,591,905	$ 8,132,403	$ 7,738,043	1.92%	-4.85%
Expenditures	$ 4,140	$ 153,300	$ 1,771,160	$ 87,000	-43.25%	-95.09%
Interfund Activity	464,775	626,700	625,300	708,550	13.06%	13.31%
Total Uses of Funds	$ 468,915	$ 780,000	$ 2,396,460	$ 795,550	1.99%	-66.80%
Ending Balance	$ 6,114,903	$ 6,811,905	$ 5,735,943	$ 6,942,493	1.92%	21.03%

The Development Agreement Capital Improvements Fund

The City is involved in several development agreements within the City. All of these agreements are structured so that future revenues are committed to meet development obligations, but only as the revenues are earned. If revenues are not earned from the sources outlined in the agreements, the City is not obligated to fund the expenditures from other sources.

The Development Agreements Fund was established to account for these contractual obligations. A development agreement is an agreement entered into between the City and a developer. Such agreements are designed to 1) share the cost of infrastructure improvements with the developer, so that Broomfield is not solely paying for these improvements, or 2) provide incentives for the developer to do business in Broomfield, in the form of reimbursed sales, use, or property tax generated by the new development. Development Agreements enable Broomfield to promote and protect its sales tax base.

The total expected obligations to be repaid through these future revenues are summarized in the chart below.

Outstanding Development Obligations		
	Actual	
Total Estimated Obligation	$	436,846,660
Cumlative Payments as of 2013		179,847,478
Preliminary Actual Payment in 2014		11,828,193
Estimated Payment in 2015		9,137,479
Total Estimated Obligation as of 12/31/2015	$	236,033,510

Expenditures by Category

The CIP expenditures by category are summarized in the following chart. As can be seen, substantial projects have been completed in the last five years. There is an increase in capital spending in 2014 due to construction of a new Health and Human Service building. The cost of this building is estimated at $16.5 million and is being cash funded.

Information Technology projects include funding to replace Police communication software. This is a three-phase project started in 2012, with additional funding planned for 2014. The total project is approximately $5.2 million.

In 2012, Recreation and Parks began a multi-phase $5.7 project to update The Bay, Broomfield's outdoor aquatic park. The 2014 budget will move the tot pool and bring the park up to current ADA standards; The 2015 budget will begin the renovation of the locker rooms and concessions. Additional upgrades may be considered by City Council in the future. The 2015 Budget includes $3.7 million for synthetic turf to be installed at the Yellow Pod at County Commons Park.

The increase in 2014 Transportation projects is due to the Lowell Boulevard widening project. The budget is $12.7 million and is cash funded.

The Utility Funds have budgets to continue to build infrastructure in north Broomfield as development in that area picks up. The projects include water line extensions, purchase of raw water, and sewer lift stations. In addition, funding is continued for the Windy Gap Reservoir in the Water Fund and environmental standard regulations in the Sewer Fund. The expansion of the current Water Treatment Plant is budgeted in 2014 and 2015, for a total of approximately $10.3 million.

CITY AND COUNTY OF BROOMFIELD 5 YEAR - CAPITAL PROJECT EXPENDITURES							
	1	2	3	4	5		
Capital Improvement Projects	2011 Actual	2012 Actual	2013 Actual	2014 Revised Budget	2015 Budget	2011 to 2015 Total	% of Total
Building & Facilities	$ 2,034,970	$ 876,367	$ 486,711	$ 19,081,488	$ 1,021,003	$ 23,500,539	8.32%
Drainage & Storm Water	305,000	302,630	229,062	395,392	305,000	1,537,084	0.54%
Information Techology	1,758,088	884,798	2,185,754	5,099,424	1,478,000	11,406,064	4.04%
Landscaping	663,228	335,802	757,201	956,144	822,000	3,534,375	1.25%
Open Space and Trails	1,545,403	595,857	1,077,506	2,513,865	2,607,686	8,340,317	2.95%
Parks and Recreation	3,716,645	2,609,277	3,026,679	8,479,773	8,729,950	26,562,324	9.41%
Transportation System	12,101,532	5,784,241	8,357,040	32,194,385	6,322,100	64,759,298	22.93%
Vehicle & Other Equipment	1,759,003	2,562,890	1,630,891	4,651,724	1,943,779	12,548,287	4.44%
Development Agreements	7,485,590	7,767,117	6,480,401	7,452,475	7,190,309	36,375,892	12.88%
Planning, Admin & Other	540,210	387,439	308,580	400,000	590,000	2,226,229	0.79%
Public Art & Cultural - 1% Allocation	90,532	33,487	161,596	259,267	135,729	680,611	0.24%
Water Fund	1,980,212	1,213,924	1,565,732	16,137,271	25,629,229	46,526,368	16.48%
Sewer Fund	4,561,885	1,254,196	10,078,638	20,094,851	5,164,100	41,153,670	14.57%
Water Reclamation Fund	1,006,649	67,192	316,991	1,130,591	716,303	3,237,726	1.15%
TOTAL	$ 39,548,947	$ 24,675,217	$ 36,662,782	$ 118,846,650	$ 62,655,188	$ 282,388,784	100.00%

Recurring Capital Expenditures

The CIP budget includes many projects that are classified as recurring capital expenditures. These expenditures are defined by Government Finance Officers Association (GFOA) as 1) costs that are included in almost every budget and 2) costs that will have no significant impact on the operating budget. The chart below lists the recurring capital expenses by category.

Capital Improvement Projects	Budget 2015
Building & Facility Projects	
Asset Replacement & Refurbishment Fund	
Building Repairs - Citywide	$ 262,000
Floor Covering Replacement - Citywide	77,000
HVAC Systems Rehabilitation - Citywide	350,003
Total Building & Facility Projects	**$ 689,003**
Drainage & Storm Water Projects	
Capital Improvements Fund	
Erosion Control Maintenance - Citywide	$ 10,000
Residential Street Drainage Improvements - Citywide	60,000
Asset Replacement & Refurbishment Fund	
Park Drainage Improvements - Citywide	25,000
Total Drainage & Storm Water Projects	**$ 95,000**
Information Technology Projects	
Capital Improvements Fund	
IT - Data Storage Additions	$ 300,000
Asset Replacement & Refurbishment Fund	
IT - Desktop Computer Replacements	100,000
IT - Laptop Computer Replacements	30,000
IT - Network Hardware Replacement	80,000
IT - Server Replacements	30,000
IT - VM Ware Server Upgrade and Licenses	38,000
Total Information Technology Projects	**$ 578,000**
Landscaping Projects	
Open Space & Parks Fund	
Irrigation Replacements - Citywide	$ 170,000
Park Landscape Improvements - Citywide	100,000
Shrub Replacement - Citywide	40,000
Tree Replacement - Citywide	105,000
Total Landscaping Projects	**$ 415,000**
Open Space Projects	
Metzger Open Space - Administration and Maintenance	$ 30,000
Mitchem Property - Environmental Insurance Payment	10,125
Markel Open Space - Management Plan Development	10,000
Open Space - Due Diligence Services	15,000
Total Open Space Projects	**$ 65,125**

Capital Improvement Projects	Budget 2015
Trail System Projects	
Open Space & Parks Fund	
Open Space and Trail Misc. Improvements - Citywide	$ 25,000
Open Space and Trails Signage & Kiosks - Citywide	60,000
Total Trail System Projects	**$ 85,000**
Parks & Recreation Facility Projects	
Capital Improvements Fund	
Parks - Water Reclamation Tap Payments	$ 1,796,200
Conservation Trust Fund	
Pool Accessory Equipment Replacement - All City Pools	28,000
Open Space & Parks Fund	
Ballfield Fence Fabric Replacement - Citywide	10,000
Playground Improvements - Citywide	180,000
Sports Court Replacements & Resurfacing - Citywide	90,000
Total Parks & Recreation Facility Projects	**$ 2,104,200**
Transportation System Projects	
Capital Improvements Fund	
Street Light Installation - Citywide	$ 20,000
Traffic Mitigation - Citywide	100,000
Traffic Signal Upgrades - Citywide	105,000
Transportation Studies - Citywide	100,000
Asset Replacement & Refurbishment Fund	
Bridge Repairs - Citywide	25,000
Concrete Curb Ramp Replacement - Citywide	25,000
Concrete Replacement (Residential 25%/75%) - Citywide	200,000
Pavement Management and Street Sealing Program - Citywide	3,520,000
Traffic Signal & Light Pole Replacement - Citywide	120,000
Services Expansion Fee Fund	
School Safety Program	22,000
Total Transportation System Projects	**$ 4,237,000**
Vehicles, Other Equipment and Furniture	
Asset Replacement & Refurbishment Fund	
Facilities - Office Furniture and Equipment Replacement	$ 30,000
Non-Mobile Equipment Replacement - Citywide	105,795
Recreation - Electronic Audio/Video Equipment Replacement	15,411
Recreation & Police - Fitness Equipment Replacement	167,953
Vehicle and Mobile Equipment Replacement - Citywide	1,463,220
Total Vehicles, Other Equipment and Furniture	**$ 1,782,379**
Community Development Projects	
Development Agreements Fund	
Anthem	
Total Capital Improvements	$ 1,225,547
Arista	
Infrastructure Public Improvements	197,116
FlatIrons Market Place	
Repayment to Metro District	570,121
Lambertson Farm	
Infrastructure Public Improvements	1,295,275
Macerich	
Infrastructure Public Improvements	151,807

Capital Improvement Projects		Budget 2015
MidCities (Main Street)		
Payment to Metro District		1,850,991
Village Square (ARC Store)		
Improvements to Building Facade and Parking Lot		105,422
General Development Reimbursements		155,436
Revenue Allocation to BURA		
Allocation to BURA		1,638,594
Total Community Development Projects	**$**	**7,190,309**
Water Utility Projects		
Raw Water Purchase	$	3,500,000
Windy Gap - Payment of Broomfield's Share		269,938
Developer Reimbursement - Infrastructure License Fee Credits		461,094
Total Water Utility Capital Improvements	**$**	**4,231,032**
Sewer Utility Projects		
Sewer Collection System - Lines & Facilities		
Developer Reimbursement - Infrastructure License Fee Credits	$	591,300
Total Sewer Utility Capital Improvements	**$**	**591,300**
Water Reclamation Utility Projects		
Reuse Water Distribution System - Lines & Facilities		
Public Works -Engineering and Legal Services	$	167,625
Heit Pit - CCWCD Lease Payment		42,165
Total Water Reclamation Utility Capital Improvements	**$**	**209,790**
Planning, Administration & Other Expenditures		
Capital Improvements Fund		
Asset Protection Fund Projects - Citywide	$	100,000
Citizen/Council Priority Projects - Citywide		25,000
Jefferson Parkway Participation		200,000
Neighborhood Grant Program - Citywide		10,000
Total Planning, Administration & Other Expenditures	**$**	**335,000**
Public Art & Cultural Projects		
Capital Improvements Fund		
Public Art - 1% Funding	$	135,729
Total Public Art & Cultural Projects	**$**	**135,729**
Total Recurring Capital Improvement Projects	**$**	**22,743,867**

Major Non-recurring Projects

GFOA defines the classification of major non-recurring capital expenditures as projects that are infrequent and have a specific and significant impact upon current and future years. Some examples of significant costs are 1) the project would require an increase in the tax rate, or 2) would result in a large financial operating cost in future years, or 3) would require additional FTEs.

Each major non-recurring project is described in detail on the following project pages. These pages have the following information:

Title Bar

Lists the category, project title, and project code and the total project cost for all years.

Project Code

This is a unique identifier. The first two digits represent the year the project was first funded. The next item is a letter, which identifies the year the project was added to the CIP list. The last four digits represent the numerical order the project was added to the list, starting over each year. For example, project code 09A0071 Broomfield Recycle Center - Building and Site Improvements was funded in 2009, was added to the CIP list in 2007, and was the 71st project added in 2007. The chart below indicates the meaning of the letter codes:

Year first appeared on CIP plan	
0A = on-going project	
Z = 2006 and older years	
A = 2007	F = 2012
B = 2008	G = 2013
C = 2009	H = 2014
D = 2010	J = 2015
E = 2011	

Project Description

This section has a brief description of each project.

Photo/Map

Photo or map has been included.

Background and Justification

This section describes the conditions leading to the necessity of the request and how it fits in with Broomfield's master planning and/or Council goals.

Problem to be Solved and/or Benefit to Citizens

This section explains why this project is needed. What existing problems will it solve? Will it improve efficiency? How will the citizens benefit from this project?

Alternatives/Consequences if not Funded

This section describes any alternative that may have been considered, and if there will be consequences if the request is not funded.

Project Association
This section has general information about the project and its impact on other capital projects.

Operating Budget Impact
This section estimates the impact this project will have on the Operating Budget. We are continuing to develop standard operating costing for each type of project. For example, a standard trail maintenance cost per foot of trail will be developed. That standard cost can then be applied to new trails added by the project.

Timeline
This section estimates the project timeline for each phase of the project, including the percentage of the total project the phase represents.

Funding Source/Project Budget by Year
This section indicates the fund the project will be paid from, the prior year actual cost, current budget, and future estimated cost to complete the project.

Non- Recurring Capital Expenditures for 2015

Capital Improvement Projects	Budget 2015
Building & Facility Projects	
Capital Improvements Fund	
Lakeview Cemetery - Columbarium	30,000
Library/Auditorium - Auditorium Backstage and Loading Dock	250,000
Asset Replacement & Refurbishment Fund	
Police/Detention Center - Kitchen Floor Replacement	52,000
Total Building & Facility Projects	**$ 332,000**
Drainage & Storm Water Projects	
Capital Improvements Fund	
DesCombes Drive and Spader Way - Drainage Improvements	125,000
FEMA - Letters of Map Revision - 3 areas	15,000
West 168th Avenue at Hwy 2 - Culvert Replacement	70,000
Total Drainage & Storm Water Projects	**$ 210,000**
Information Technology Projects	
Capital Improvements Fund	
Finance/ HR - HRIS/Payroll Integrated System	900,000
Total Information Technology Projects	**$ 900,000**
Landscaping Projects	
Capital Improvements Fund	
120th Avenue Connection - Landscaping	$ 200,000
Westlake Sub-Area Plan - Improvements	100,000
Westlake Subdivision - Greenbelt Enhancement	22,000
Open Space & Parks Fund	
Ash Tree Replacement - Citywide	85,000
Total Landscaping Projects	**$ 407,000**
Open Space Projects	
Open Space & Parks Fund	
Broomfield/Westminster Open Space - Metzger Acquisition	$ 345,861
Total Open Space Projects	**$ 345,861**
Trail System Projects	
Conservation Trust Fund	
Tom Frost Reservoir Amenities and Landscaping	225,000
Open Space & Parks Fund	
Broomfield Trail - Lowell to Spruce Meadows	675,000
Neighborhood Connection - Iris Street to the Lake Link	100,000
Neighborhood Connection - Rock Creek to Brainard Drive Underpass & Trail	668,000
Neighborhood Connection-Greenway Park to 120th Ave	89,000
North Community Trail - Lowell Blvd - 144th to Sheridan	305,000
Trail Connections - Legends to Crofton Park and Columbine Meadows	49,700
Total Trail System Projects	**$ 2,111,700**
Parks & Recreation Facility Projects	
Capital Improvements Fund	
124th Avenue - Tree Branch Recycling Center Relocation	$ 286,000
Bay - Renovation Phase III - Locker Room/Concessions - Design	312,000

Non- Recurring Capital Expenditures for 2015

Capital Improvement Projects	Budget 2015
Broomfield Community Center - Sundeck Replacement	23,000
Broomfield County Commons - Cemetery Phase II	75,000
City Park Channel - Pedestrian Bridge near HHS	120,000
County Commons Park Expansion - Yellow Pod	3,693,550
Paul Derda Recreation Center - Entryway Security	310,000
Asset Replacement & Refurbishment Fund	
911 Memorial - Lighting System Replacement	$ 15,000
Broomfield Community Center - HVAC/Building Maintenance	220,000
Broomfield Community Center - Locker Room Reconstruction	1,056,200
Paul Derda Recreation Center - Recoating of Tower Slides	50,000
Conservation Trust Fund	
Broomfield County Commons - Championship Field Tur	400,000
Services Expansion Fee Fund	
Emerald Park - Ballfield and Park Improvements	$ 65,000
Total Parks & Recreation Facility Projects	**$ 6,625,750**
Transportation System Projects	
Capital Improvements Fund	
120th Ave Connect - Illuminated Street Name Signs	25,000
Dillon Road/W. 144th Ave. - Improvements - Design/Construction	1,700,100
Traffic Signal - SH 128 and Ridge Parkway	25,000
US 36 - Bikeway Connections	50,000
US 36 - Bikeway Signage	20,000
W. 1st Avenue and Spader Way - Roundabout	265,000
Total Transportation System Projects	**$ 2,085,100**
Vehicles, Other Equipment and Furniture	
Asset Replacement & Refurbishment Fund	
Police - Target System for Firearms Range	161,400
Total Vehicles, Other Equipment and Furniture	**$ 161,400**
Water Utility Projects	
Carter Lake Pipe Line - In-line Pump Station Cost Share	$ 278,729
Sienna Reservoir/Pump Station/Pipeline	7,500,000
Windy Gap - Storage Reservoir Design and Construction	3,096,968
Emergency Water System Interconnects - Citywide	200,000
Highway 7 and Huron Area - Water Line Extensions and Tank	1,500,000
Water Treatment Plan - Expansion	8,797,500
Master Plan Updates/ Hydraulic Model	25,000
Total Water Utility Capital Improvements	**$ 21,398,197**
Sewer Utility Projects	
City Park Channel - Lowell to Big Dry Creek (Broom	$ 300,000
City Park Channel - Overflow Connection to Nissen	990,000
South Preble Creek - Lift Station	3,000,000
Zang Street to Flatiron Boulevard (MidCities) - Sanitary Sewer Construction	132,800
Wastewater Treatment Facility - Administration Building Expansion	150,000
Total Sewer Utility Capital Improvements	**$ 4,572,800**

Non- Recurring Capital Expenditures for 2015

Capital Improvement Projects	Budget 2015
Water Reclamation Utility Projects	
Heit Pit - Well Field	506,513
Total Water Reclamation Utility Capital Improvements	**$ 506,513**
Planning, Administration & Other Expenditures	
Capital Improvements Fund	
Comprehension and Transportation - Master Plan Update	$ 255,000
Total Planning, Administration & Other Expenditures	**$ 255,000**
Total Capital Improvement Projects	**$ 39,911,321**

City and County of Broomfield
2015 Capital Improvement Projects

Building and Facility Projects

Project Name: **Lakeview Cemetery - Columbarium** **Project #: 15G0020**

Total Project Cost: $30,000

Project Description:

Purchase and installation of 64 unit, granite upright columbarium to match the unit on site. All foundation work has been completed.

Background and Justification:

Since the installation of the columbarium at the Lakeview Cemetery in January of 2012, seven spaces have been sold and Recreation Services receives approximately three to five inquiries each month. The addition of the second upright columbarium could provide enough space for the next 10 years. Adding the second columbarium would provide a more attractive finished look for the cemetery.

Problem to be Solved and/or Benefit to Citizens:

This project will add additional burial space for the citizens of Broomfield.

Alternatives/Consequences if not Funded:

An alternative solution would be to direct potential customers to the Broomfield County Commons Cemetery for their burial needs.



Project Association:

N/A

Operating Budget Impact:

N/A

Acres of Park		**Miles of roadway**	
L.F. of sidewalk		**SF of roadway**	
L.F. of trail		**# of FTE**	
SF of bldg.		**Other**	
		Other	

Timeline:

It is proposed that this project be funded in 2015.

Estimated Project Time Table			
Steps to be completed	**Start Date**	**Completion Date**	**% of Project**
Obtain bids	Spring 2015		25
Hire contractor/Complete work	Summer 2015		75

Funding Source: Sales and Use Tax Fund

Prior Year Costs	2013 Actual	2014 Funding	2015 Funding	2016 Funding
0	0	0	30,000	0
2017 Funding	**2018 Funding**	**2019 Funding**	**Future Needs**	**Total Project Cost**
0	0	0	0	30,000

City and County of Broomfield
2015 Capital Improvement Projects

Building and Facility Projects

Project Name: **Library/Auditorium - Auditorium Backstage and Loading Dock Expansion & Storage**

Project #: **13Z0096**

Total Project Cost: **$1,250,000**

Project Description:

The Broomfield Auditorium Backstage and Loading Dock Expansion was originally requested in 2004. This request was made because the size of the current backstage area cannot accommodate the storage of the piano, audio and lighting equipment, as well as the users of the space. The staff has requested that this space be expanded to meet this need.

Background and Justification:

Only about 50% of the backstage area is available to our renters to use for a dressing area and green room during performances. Some of our groups include a large number of participants who need to apply make-up, change costumes, etc. Many times, these performers also have musical instruments that they may need to take on and off the stage during the show.

Problem to be Solved and/or Benefit to Citizens:

The loading dock area is built on a downslope so water leaks into the building through the bottom of the door. The loading dock area is not covered so it is dangerous for organizations to unload equipment in inclement weather. The loading dock doors are not big enough to allow for theater sets which limits our ability to rent the Audi for dramatic performances.

Alternatives/Consequences if not Funded:

Alternatives include not expanding the Auditorium, delaying the expansion, or adding the storage area as a first phase and the backstage/loading dock area as a second phase.



Project Association:

N/A

Operating Budget Impact:

Additional space will require maintenance from Facilities Services staff.

Acres of Park		**Miles of roadway**	
L.F. of sidewalk		**SF of roadway**	
L.F. of trail		**# of FTE**	
SF of bldg.		**Other**	
		Other	

Timeline:

Currently, minor improvements are scheduled for 2015, and additional improvements are scheduled in 2018.

Estimated Project Time Table			
Steps to be completed	**Start Date**	**Completion Date**	**% of Project**
Design/Development of construction plans.	2015		25
Bid Construction (first phase)	2015		20
Award construction agreement and construct project	2015		55

City and County of Broomfield
2015 Capital Improvement Projects

Building and Facility Projects

Funding Source: Sales and Use Tax Fund

Prior Year Costs	2013 Actual	2014 Funding	2015 Funding	2016 Funding
0	0	0	250,000	0

2017 Funding	2018 Funding	2019 Funding	Future Needs	Total Project Cost
100,000	900,000	0	0	1,250,000

City and County of Broomfield
2015 Capital Improvement Projects

Building and Facility Projects

Project Name: **Police/Detention Center - Kitchen Floor Replacement** **Project #: 15J0015**

Total Project Cost: $52,000

Project Description:

The Detention Center kitchen flooring is in need of replacement. It is the original floor from November 2001. The floor is a seamless epoxy and colored granular material coating over cement. Due to its age and high traffic activity, the floor is wearing thin in several areas and collects grease and dirt. Additionally, the floor is slippery when wet. The floor is approximately 2,500 square feet with 400 linear feet of cove base.

Background and Justification:

The kitchen equipment will need to be removed to prepare the floor with an epoxy system, application of the flooring, and the anti-slip topcoat. Once the process has cured/dried, the kitchen equipment will need to be placed back into operation. The Detention inmate food service vendor will provide alternative food services while the kitchen is inoperable, which is estimated to last for five days. The informal quotes obtained by detention staff all provide the necessary labor, material, equipment, and supervision to complete proposal requirements.

Problem to be Solved and/or Benefit to Citizens:

Replacement of the 13-year-old floor will prevent potential fall risks to inmates, detention staff, and food service employees. Updating of the floor will restore the kitchen's condition to a sanitary environment. These two benefits will mitigate risk and potential safety issues.

Alternatives/Consequences if not Funded:

Should the project not be prioritized for funding patching and the best deep cleaning processes possible will continue to be utilized.



Project Association:

N/A

Operating Budget Impact:

N/A

Acres of Park		**Miles of roadway**	
L.F. of sidewalk		**SF of roadway**	
L.F. of trail		**# of FTE**	
SF of bldg.		**Other**	
		Other	

Timeline:

It is proposed that this project be funded in 2015.

Estimated Project Time Table			
Steps to be completed	**Start Date**	**Completion Date**	**% of Project**
Formal bid process and contract negotiation	2015		45
Equipment removal - temporary food service starts	2015		10
Floor application, replacement of equipment	2015		45

Funding Source: Sales and Use Tax Fund

Prior Year Costs	2013 Actual	2014 Funding	2015 Funding	2016 Funding
0	0	0	52,000	0
2017 Funding	**2018 Funding**	**2019 Funding**	**Future Needs**	**Total Project Cost**
0	0	0	0	52,000

City and County of Broomfield
2015 Capital Improvement Projects

Drainage and Stormwater Projects

Project Name: **DesCombes Drive and Spader Way - Drainage Improvement**

Project #: 15J0020

Total Project Cost: $125,000

Project Description:

Numerous complaints have been received concerning ponding water in the cross pan at the intersection of DesCombes Drive and Spader Way. This condition is being created by the lack of fall, due to the lack of elevation west to east along Spader Way at DesCombes Drive. This is creating a slip and fall hazard for pedestrians due to slime in the summer and ice in the winter.

Background and Justification:

Street services has removed and replaced the existing pan twice in an attempt to stop water from ponding in this corner, however the area is too flat. Street Services is recommending removal of the cross pan and addition of a storm inlet to the southwest corner of the intersection. This would eliminate ponding water and a hazard to pedestrians.

Problem to be Solved and/or Benefit to Citizens:

This would eliminate trip hazards due to standing water in a cross walk and less water forming around the intersection year-round which will aid pedestrian traffic and motorists in icy situations.

Alternatives/Consequences if not Funded:

Eliminate the cross walk at this location.



Project Association:

This project could be done in conjunction with the pedestrian improvement project for this area.

Operating Budget Impact:

N/A

Acres of Park		**Miles of roadway**	
L.F. of sidewalk		**SF of roadway**	
L.F. of trail		**# of FTE**	
SF of bldg.		**Other**	
		Other	

Timeline:

It is proposed that this project be funded in 2015.

Estimated Project Time Table			
Steps to be completed	**Start Date**	**Completion Date**	**% of Project**
Design project and complete construction plans.	2015		25
Bid project and award construction agreement	2015		20
Construct project	2015		55

Funding Source: Sales and Use Tax Fund

Prior Year Costs	2013 Actual	2014 Funding	2015 Funding	2016 Funding
0	0	0	125,000	0
2017 Funding	**2018 Funding**	**2019 Funding**	**Future Needs**	**Total Project Cost**
0	0	0	0	125,000

City and County of Broomfield
2015 Capital Improvement Projects

Drainage and Stormwater Projects

Project Name: **FEMA - Letters of Map Revision - 3 Areas** **Project #: 12F0035**

Total Project Cost: $22,800

Project Description:

Complete three Letters of Map Revision (LOMR) in Broomfield so the Federal Emergency Management Agency (FEMA) regulatory flood designation accurately reflects recent improvements. LOMRs should be prepared for Gay Reservoir Channel at Broomfield Commons, Westlake Channel at Midway, and City Park Channel along 120th Avenue at Broomfield Corners.

Background and Justification:

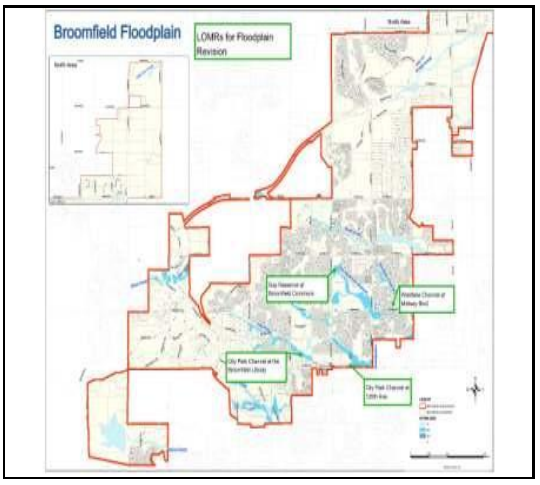
Some floodplain areas are inaccurately reflected on FEMA's effective maps as a result of recent physical improvements. These discrepancies could limit future development. Once the floodplains are updated, future projects would submit a revision to the updated data.

Problem to be Solved and/or Benefit to Citizens:

This project will correct Broomfield's floodplain data.

Alternatives/Consequences if not Funded:

Leave floodplains as they are and address questions regarding development and inconsistency on a case-by-case basis.



Project Association:

N/A

Operating Budget Impact:

N/A

Acres of Park		**Miles of roadway**	
L.F. of sidewalk		**SF of roadway**	
L.F. of trail		**# of FTE**	
SF of bldg.		**Other**	
		Other	

Timeline:

This project was funded in 2013 and will be completed in 2014 or 2015.

Estimated Project Time Table			
Steps to be completed	**Start Date**	**Completion Date**	**% of Project**
Issue RFP		2013	25
Award consulting agreement		2013	25
Complete project	2013	2014	50

Funding Source: Sales and Use Tax Fund

Prior Year Costs	2013 Actual	2014 Funding	2015 Funding	2016 Funding
0	0	7,800	15,000	0
2017 Funding	**2018 Funding**	**2019 Funding**	**Future Needs**	**Total Project Cost**
0	0	0	0	22,800

City and County of Broomfield
2015 Capital Improvement Projects

Drainage and Stormwater Projects

Project Name: **West 168th Avenue - Hwy 2 Culvert Replacement (east of I-25)** **Project #:** **15J0007**

Total Project Cost: **$70,000**

Project Description:

Replace the existing drainage culvert under West 168th Avenue with a new, equally sized culvert. Installation should include culvert end sections, riprap protection and roadside grading to direct drainage to the new culvert. Work will alleviate current drainage issues and more efficiently convey storm runoff.

Background and Justification:

The existing culvert is clogged and the inlet/outlet operates ineffectively. The area near the inlet is wet and soggy and has been since the September rainfall event. The culvert should be replaced with one of equal size to avoid impacts to downstream properties. The new culvert should be reinforced concrete pipe to be consistent with Broomfield's Standards and Specifications and to more effectively convey drainage. Flared end sections and riprap at the inlet and outlet are required to prevent erosion. Roadside grading is necessary to direct drainage to the improved culvert.

Problem to be Solved and/or Benefit to Citizens:

The property at 4715 Highway 2 (W. 168th Ave) experienced flooding impacts during the September 2013 rainfall event. This was caused in part from the backing up of the drainage at the roadway culvert. The existing culvert is silted in. Additional sediment deposited in the September flood has further decreased the culvert's effectiveness.

Alternatives/Consequences if not Funded:

If not replaced runoff will continue to collect near the culvert inlet and increase the stagnant water and soggy area.



Project Association:

N/A

Operating Budget Impact:

N/A

Acres of Park		**Miles of roadway**	
L.F. of sidewalk		**SF of roadway**	
L.F. of trail		**# of FTE**	
SF of bldg.		**Other**	
		Other	

Timeline:

It is proposed that this project be funded in 2015.

Estimated Project Time Table			
Steps to be completed	**Start Date**	**Completion Date**	**% of Project**
Survey and Design	2015		10
Council Pre Project Review, Bid and Award Project	2015		5
Construct Improvements	2015		85

Funding Source: Sales and Use Tax Fund

Prior Year Costs	2013 Actual	2014 Funding	2015 Funding	2016 Funding
0	0	0	70,000	0
2017 Funding	**2018 Funding**	**2019 Funding**	**Future Needs**	**Total Project Cost**
0	0	0	0	70,000

City and County of Broomfield
2015 Capital Improvement Projects

Information Technology Projects

Project Name: **Finance/HR - HRIS/Payroll Integrated System** **Project #: 15J0009**

Total Project Cost: $900,000

Project Description:

This is a request to procure and implement a Human Resources Information System (HRIS) system. The system will modernize the City's payroll and timekeeping system, which currently relies on duplicate hand-entry and hard-copy timekeeping and payroll records. The new system will integrate payroll and timekeeping systems with employee onboarding, benefits, training, and assigned property records into one system. It will also provide an employee self-service porthole for all relevant records. Preliminary business process analysis suggests that City and County staff currently spend approximately $1.5 million and 44,000 hours per year on all related functions, and that the new software could save almost 20 percent ($288,000 and 9,400 hours) per year and/or be allocated to higher-value activities.

Background and Justification:

The current payroll system is outdated and will be the only remaining H.T.E. component after the new police system implementation is completed, around July 2015. The existing payroll system has very limited Human Resources capabilities.

Problem to be Solved and/or Benefit to Citizens:

Bro0mfield does not have an integrated HRIS/Payroll System. Staff and the BIT are currently in the process of preparing the current state mapping of the payroll and human resource functions. The current system and practices are not integrated, are labor intensive and redundant, and are not in line with current technology. For example, currently employee time must be entered multiple times in the course of producing a paycheck, wasting time and creating opportunities for error at every step. With regard to payroll, the new HRIS system will allow for single-entry of time and automated approval workflow. Similar to timekeeping, staff currently maintains individual databases and/or spreadsheets for many systems ranging from training and benefits to payroll and personnel budgeting. All of these systems could be integrated, thereby saving data entry time and increasing the convenience of information access for the employee and related administrative staff.

Alternatives/Consequences if not Funded:

As part of the process described in the project description, staff will be developing a scope for the new system. The options available range from the multiple, integrated software systems (a "best of breed" approach"), to the purchase of a single software suite with modules for all desired systems. If this project is not funded the city will have to continue with the current H.T.E. payroll system and a labor intensive and inefficient HR process.



Project Association:

N/A

Operating Budget Impact:

In years subsequent to going live with a new HRIS system there will be an ongoing annual maintenance fee.

Acres of Park		**Miles of roadway**	
L.F. of sidewalk		**SF of roadway**	
L.F. of trail		**# of FTE**	
SF of bldg.		**Other**	
Timeline:		**Other**	

It is proposed that this project be funded in 2015.

City and County of Broomfield
2015 Capital Improvement Projects

Landscaping Projects

Project Name: **120th Avenue Connection - Landscaping** **Project #:** **15F0034**

Total Project Cost: **$500,000**

Project Description:

This project includes landscaping for the 120th Avenue Connection and State Highway 128 (SH 128) roadways including medians for Phases 1 and 2.

Background and Justification:

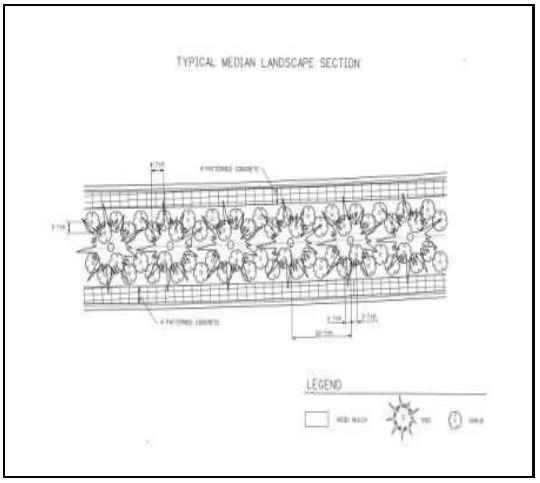
Landscaping will provide an attractive and finished look to this major corridor into and through Broomfield. This landscape approach is more consistent with other major arterials in Broomfield.

Problem to be Solved and/or Benefit to Citizens:

Landscaping the medians will provide finished streetscape look and prevent future erosion issues.

Alternatives/Consequences if not Funded:

Provide native seeding and cobbled medians which would reduce maintenance and project costs but be inconsistent with other major corridors.



Project Association:

N/A

Operating Budget Impact:

The additional landscaped areas will affect the operating budget.

Acres of Park		**Miles of roadway**	
L.F. of sidewalk		**SF of roadway**	
L.F. of trail		**# of FTE**	
SF of bldg.		**Other**	5.73 acres of la
		Other	

Timeline:

This project is proposed to be funded beginning in 2015.

Estimated Project Time Table			
Steps to be completed	**Start Date**	**Completion Date**	**% of Project**
Design/development of construction plans	2015		25
Bid construction	2015		20
Award agreement and construct project	2015-2018		55

Funding Source: Sales and Use Tax Fund

Prior Year Costs	2013 Actual	2014 Funding	2015 Funding	2016 Funding
0	0	0	200,000	0
2017 Funding	**2018 Funding**	**2019 Funding**	**Future Needs**	**Total Project Cost**
0	300,000	0	0	500,000

City and County of Broomfield
2015 Capital Improvement Projects

Landscaping Projects

Project Name: **Westlake Subdivision - Sub-Area Plan Improvements** **Project #:** 07A0043

Total Project Cost: $125,000

Project Description:

This project will be phased over several years to implement improvements identified by the sub-area plan, which was completed in 2009. The plan, proposed with neighborhood participation, includes a list of prioritized improvements. The near-term funding is for entryway improvements on West 132nd and Zuni Street.

Background and Justification:

This project meets the goals of the Westlake Neighborhood Sub-area Plan.

Problem to be Solved and/or Benefit to Citizens:

This phased projects will improve the appearance of the entryways to the Westlake neighborhood.

Alternatives/Consequences if not Funded:

A number of alternatives were considered through the planning process.



Project Association:

N/A

Operating Budget Impact:

This project would result in minor additional operating and maintenance costs.

Acres of Park		**Miles of roadway**	
L.F. of sidewalk		**SF of roadway**	
L.F. of trail		**# of FTE**	
SF of bldg.		**Other**	
		Other	

Timeline:

This project is currently funded in phases through 2015.

Estimated Project Time Table			
Steps to be completed	**Start Date**	**Completion Date**	**% of Project**
Obtain bids for phased improvements			25
Hire contractor/complete work			75

Funding Source: Sales and Use Tax Fund

Prior Year Costs	2013 Actual	2014 Funding	2015 Funding	2016 Funding
0	900	24,100	100,000	0
2017 Funding	**2018 Funding**	**2019 Funding**	**Future Needs**	**Total Project Cost**
0	0	0	0	125,000

City and County of Broomfield
2015 Capital Improvement Projects

Landscaping Projects

Project Name: **Westlake Subdivision - Greenbelt Enhancement** **Project #: 15J0030**

Total Project Cost: $22,000

Project Description:

Provide landscape enhancements, including shrub and tree plantings, to a portion of the Southeast Community Loop Trail (Bryant Park Segment) in the Westlake Neighborhood.

Background and Justification:

Provide various tree and shrub plantings within a portion of the Southeast Community Loop Trail immediately south of West 132nd Avenue within the Westlake neighborhood. The plantings would assist in delineating the existing trail corridor as a public and neighborhood amenity. The landscaping would also provide visual relief to this area from the abutting private fences of nearby residential properties. In more detail, two planting beds would be proposed south of West 132nd Avenue. A western planting bed would contain 1 tree and a smaller number of shrub plantings. An eastern planting bed would be a bit larger and support 2 to 3 trees and shrub plantings. Proposed shrubs would include a mix of conifer and deciduous species and the trees would be a mix or ornamental species for spring color and one conifer species. The number and type of proposed plantings were approximated with the assistance of Park Services staff.

Problem to be Solved and/or Benefit to Citizens:

The proposed improvements described above are a part of the approved Westlake Neighborhood Plan adopted by the City Council on May 26, 2009. The Westlake Neighborhood Plan is the result of a collaborative effort by the Westlake residents and the City and County of Broomfield. The goals of the plan are to preserve and enhance property values and neighborhood quality of life in one of Broomfield's older residential areas. The planning process included an extensive public outreach effort to engage the community to identify local concerns and needs, propose specific solutions, and establish priority recommendations for further consideration.

Alternatives/Consequences if not Funded:

This funding request reflects a small piece or stage of a larger identified improvement project south of West 132nd Avenue within the Westlake Neighborhood Plan.



Project Association:

This is not associated with any other proposed CIP project but could be combined with one or more similar landscaping and irrigation projects or bid with the 2015 Citywide Irrigation Improvements.

Operating Budget Impact:

There would be a slight increase in maintenance due to expansion of the irrigation system approximately 1,000 square feet of new plant material (trees and shrubs).

Acres of Park		**Miles of roadway**	
L.F. of sidewalk		**SF of roadway**	
L.F. of trail		**# of FTE**	
SF of bldg.		**Other**	1,000 sq ft land
		Other	

Timeline:

It is proposed that this project be funded in 2015.

City and County of Broomfield
2015 Capital Improvement Projects

Landscaping Projects

Project Name: **Ash Tree Replacement - Citywide**

Project #: **15J0017**

Total Project Cost: **$425,000**

Project Description:

The Emerald Ash Borer (EAB) an evasive insect that attacks and kills Ash trees (Fraxins species) has been detected in Boulder. Quarantine on the movement of Ash products has been put in place for all of Boulder County and portions of Jefferson and Weld Counties. The purpose of the quarantine is to slow the movement of EAB. Experts feel that EAB will be found in Broomfield in 1 to 3 years. Removing Ash trees that are under 8 inches in diameter or that are in poor health and replanting them with a suitable tree species will be one of the strategies used in the management of the Emerald Ash Borer. If this recommendation is followed, 2,500 to 3,000 of the estimated 4,300 Ash trees located on Broomfield parks, greenbelts and other city properties would be removed and replanted over a 5 to 10 year period. The length of this program is dependent on when the EAB is detected in Broomfield and how fast the infestation spreads through the community. With the benefits the urban forest provides in the removal of pollutants, storm water retention, energy savings and increased property value it is important to replant Ash trees that have been removed.

Background and Justification:

The Ash Tree Replacement Program would be an annual program that would last 5 to 10 years. Replanting the estimated 2,500 to 3,000 Ash trees that will be lost to EAB; 250 trees will be removed each year; replanting 200 trees annually. Prior to the detection of EAB in Broomfield large populations Ash trees located in parks greenbelts and street rights-of-way would be strategically selected. The trees removed would be less than 8 inches in diameter or in poor health. These trees would be removed by a contactor or Forestry Staff and replanted within the same growing season. After EAB is detected in Broomfield the removal and replanting of the Ash trees would be concentrated in the areas around where the borer is found. Removal of the small and unhealthy Ash trees, prior to being attacked by EAB, would spread out the replacement cost over a number of years. This request is for planting new trees that will replace the Ash trees that were removed, not for the removal of trees.

Problem to be Solved and/or Benefit to Citizens:

Broomfield's Master Plan requires the planting of trees in greenbelts, parks and street rights-of-way. This program would provide the resources to replant the Ash trees that will be removed as a result of the Emerald Ash Borer infestation, making it possible for the Parks Department to comply with the Master Plan. Trees were planted for the benefits they bring to the Broomfield community. Replanting the Ash tree will give the opportunity to replace these trees and the benefits they provide and create an urban forest that has both tree species and age diversify. This diversity will lessen the impact of future disease and insect infestation will have on the urban forest.

Alternatives/Consequences if not Funded:

The Ash tree makes up 13% to 15% of Broomfield's tree population. If the trees that are removed as result of the Emerald Ash Borer infestation are not replanted the benefits that these trees provide will be lost.



Project Association:

None

Operating Budget Impact:

An additional FTE may be required to coordinate and supervise the Ash replacement program, remove Ash trees, and water newly planted trees.

Acres of Park		**Miles of roadway**	
L.F. of sidewalk		**SF of roadway**	
L.F. of trail		**# of FTE**	1
SF of bldg.		**Other**	
Timeline:		**Other**	

City and County of Broomfield
2015 Capital Improvement Projects

Open Space Projects

Project Name: **Metzger Open Space - Acquisition Payments to Foundation**

Project #: 14H0056

Total Project Cost: $6,894,080

Project Description:

This project will fund the acquisition of the Metzger Open Space area.

Background and Justification:

Open Space property purchases contribute to the Comprehensive Plan goals of providing 40% open lands within the community.

Problem to be Solved and/or Benefit to Citizens:

None

Alternatives/Consequences if not Funded:

None

Project Association:

None

Operating Budget Impact:

Payment only.



Acres of Park		**Miles of roadway**	
L.F. of sidewalk		**SF of roadway**	
L.F. of trail		**# of FTE**	
SF of bldg.		**Other**	
Timeline:		**Other**	

Estimated Project Time Table			
Steps to be completed	**Start Date**	**Completion Date**	**% of Project**

Funding Source: Open Space and Parks Fund

Prior Year Costs	2013 Actual	2014 Funding	2015 Funding	2016 Funding
2,411,445	342,861	344,574	345,861	346,724
2017 Funding	**2018 Funding**	**2019 Funding**	**Future Needs**	**Total Project Cost**
347,049	341,944	346,444	2,067,178	6,894,080

City and County of Broomfield
2015 Capital Improvement Projects

Trail System Projects

Project Name: **County Commons Open Space - Tom Frost Reservoir Amenities and Landscape Improvements** **Project #: 11C0096**

Total Project Cost: $250,000

Project Description:

Proposed improvements include adding a picnic shelter that also serves as an environmental education center, with a presentation table and a sanolet with screening; native trees to provide shade, and expanding the parking lot capacity from 10 vehicles to 30. Please note this project is also proposed for phasing if the entire project is not allowed to be built. The pavilion was separated into a Phase 1 project (Tom Frost Interpretive Shelter Project).

Background and Justification:

This project will provide for picnicking as well as nature education in the pavilion. The plans have been discussed with representatives of the Broomfield Nature Program and OSTAC. This project is part of the Broomfield County Commons Management Plan. The picnic shelter was completed in 2013 and was partially funded by a Great Outdoors Colorado grant.

Problem to be Solved and/or Benefit to Citizens:

This project will improve the existing trail experience for the public.

Alternatives/Consequences if not Funded:

Defer the next phase of the project.

Project Association:

N/A

Operating Budget Impact:

Once completed, this project will require standard maintenance of the sanolet and some tree maintenance.



Acres of Park		**Miles of roadway**	
L.F. of sidewalk		**SF of roadway**	
L.F. of trail		**# of FTE**	
SF of bldg.		**Other**	
		Other	

Timeline:

The next phase of the project is budgeted to be designed in 2014 and constructed in 2015.

Estimated Project Time Table			
Steps to be completed	**Start Date**	**Completion Date**	**% of Project**
Educational pavilion constructed		2013	25
Design and development of construction plans	2014		25
Bid and award construction	2015		20
Construct project	2015		30

Funding Source: Conservation Trust Fund (Lottery Proceeds)

Prior Year Costs	2013 Actual	2014 Funding	2015 Funding	2016 Funding
0	0	25,000	225,000	0
2017 Funding	**2018 Funding**	**2019 Funding**	**Future Needs**	**Total Project Cost**
0	0	0	0	250,000

City and County of Broomfield
2015 Capital Improvement Projects

Trail System Projects

Project Name: **Broomfield Trail - Lowell Boulevard to Spruce Meadows (BT6 phase 3)** **Project #:** 12F0002

Total Project Cost: $700,000

Project Description:

This project includes a 10-foot wide concrete trail with a two- to three-foot soft surface jogging/equestrian path, spanning 4,300 feet from Lowell Boulevard to the boundary of Spruce Meadows near Federal Boulevard. Because the BT-6 Trail represents such a large section of trail, the project has been broken into three more practical phases for design and construction.

Background and Justification:

Phase III will be passing along the south side of the Community Ditch through residential neighborhoods and will utilize the FRICO ditch road. There may need to be an improved and constructed crossing of a lateral ditch near Federal Boulevard within this project.

Problem to be Solved and/or Benefit to Citizens:

This section is a part of the Broomfield Trail system and would close part of the gap between the southern portion of Broomfield, and the Spruce Meadows, Anthem, and North Park neighborhoods to the north, and beyond.

Alternatives/Consequences if not Funded:

The alternative would be to defer or phase this project in sections.

Project Association:

N/A

Operating Budget Impact:

Once constructed, this project will require standard trail maintenance.



Acres of Park		**Miles of roadway**	
L.F. of sidewalk		**SF of roadway**	
L.F. of trail		**# of FTE**	
SF of bldg.		**Other**	
		Other	

Timeline:

This project is currently funded for design in 2014 and construction in 2015.

Estimated Project Time Table			
Steps to be completed	**Start Date**	**Completion Date**	**% of Project**
Design and development of construction plans	2014		25
Bid project and award agreement	2015		30
Construct project	2015	45	

Funding Source: Open Space and Parks Fund

Prior Year Costs	2013 Actual	2014 Funding	2015 Funding	2016 Funding
11,850	0	13,150	675,000	0
2017 Funding	**2018 Funding**	**2019 Funding**	**Future Needs**	**Total Project Cost**
0	0	0	0	700,000

City and County of Broomfield
2015 Capital Improvement Projects

Trail System Projects

Project Name: **Neighborhood Connection - Iris Street to the Lake Link Trail** **Project #:** **11D0019**

Total Project Cost: **$100,000**

Project Description:

The project is to construct a trail from Iris Street to the Lake Link Trail. The "social trails" are causing significant erosion and have widened to over eight feet.

Background and Justification:

Constructing an actual trail will give people the option to get where they are going without eroding the open space. The project will also include re-grading and re-vegetating the eroded scar.

Problem to be Solved and/or Benefit to Citizens:

A social trail is creating erosion to the hill side. This project will construct a trail and re-vegetate the eroded scar.

Alternatives/Consequences if not Funded:

Re-vegetate the area and post signs prohibiting access, but it is presumed that it will still be used as a short cut. For safety and maintenance reasons, the connection should be addressed.



Project Association:

N/A

Operating Budget Impact:

Once completed, the project will require standard trail maintenance.

Acres of Park		**Miles of roadway**	
L.F. of sidewalk		**SF of roadway**	
L.F. of trail		**# of FTE**	
SF of bldg.		**Other**	
		Other	

Timeline:

This project is funded in 2015.

Estimated Project Time Table			
Steps to be completed	**Start Date**	**Completion Date**	**% of Project**
Design and development of construction plans	2015		25
Bid project and award construction agreement	2015		30
Construct project	2015		45

Funding Source: Open Space and Parks Fund

Prior Year Costs	2013 Actual	2014 Funding	2015 Funding	2016 Funding
0	0	0	100,000	0
2017 Funding	**2018 Funding**	**2019 Funding**	**Future Needs**	**Total Project Cost**
0	0	0	0	100,000

City and County of Broomfield
2015 Capital Improvement Projects

Trail System Projects

Project Name: **Neighborhood Connection - Rock Creek to Brainard Drive Underpass and Trail** **Project #:** **13F0003**

Total Project Cost: **$743,000**

Project Description:

This project involves retrofitting an existing culvert beneath Midway Boulevard and the BNSF railroad tracks in the vicinity of Rock Creek. The underpass connects an existing 8-foot concrete trail along the north side of Rock Creek to the Boulder County Open Space trailhead on Brainard Drive. The Boulder County Trail on Brainard Drive connects to the Lac Amora Trail and open space. The project will need to address concerns from the Burlington Northern/Santa Fe Railroad, FEMA, and Army Corps of Engineers. The land on the east side of the underpass is currently owned by the Varra Family. The intent is to acquire land on the east side of the underpass via public land dedication that will come from the Varra North Subdivision. If the land dedication does not occur, Broomfield will need to look at an easement or possible acquisition of the land which could be credited back to the Varra North Subdivision in the future.

Background and Justification:

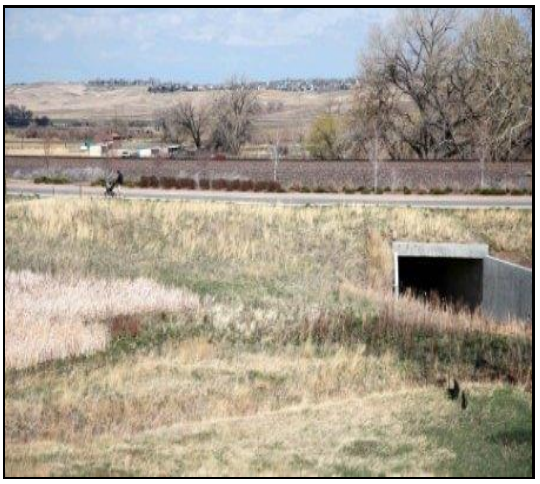
The project includes 2,900 l.f. of 8-foot concrete trail. The underpass is approximately 200 l.f. long. The Terracina cash-in-lieu payment is proposed to be used to pay for this project as the overpass at Terracina was not feasible. The agreement with the developer allows Broomfield to use the public land cash-in-lieu money for the underpass and trail.

Problem to be Solved and/or Benefit to Citizens:

The project creates a continuous trail connection from the Lac Amora neighborhood to the 96th Street neighborhood, into the FlatIron Crossing Mall and Interlocken areas. This project facilitates bike and pedestrian access to these areas.

Alternatives/Consequences if not Funded:

Defer the trail construction to another year or phase the construction.



Project Association:

N/A

Operating Budget Impact:

Once completed, this project will require standard maintenance.

Acres of Park		**Miles of roadway**	
L.F. of sidewalk		**SF of roadway**	
L.F. of trail	2900	**# of FTE**	
SF of bldg.		**Other**	
		Other	

Timeline:

This project is funded in 2014.

Estimated Project Time Table			
Steps to be completed	**Start Date**	**Completion Date**	**% of Project**
Design and development of construction plans	2014		25
Bid project and award construction agreement	2014		30
Construct project	2014		45

City and County of Broomfield
2015 Capital Improvement Projects

Trail System Projects

Project Name: **Neighborhood Connection - Greenway Park to 120th Ave (NC25)** **Project #:** **15Z0154**

Total Project Cost: **$89,000**

Project Description:

The Open Space, Parks, Recreation and Trails Master Plan calls for widening the existing sidewalk to eight-feet, along the north side of Greenway Park North Drive to West 120th Avenue. A new sidewalk is proposed along the east side of Greenway Drive North, from Evergreen Street north to West 120th Avenue, where no sidewalk exists. The proposed sidewalk would also extend along the south side of West 120th Avenue to the existing bus stop. This project would focus on building a portion of Neighborhood Connection-25 (NC-25) in the area with the greatest need. A resident in Greenway Park also requested this sidewalk.

Background and Justification:

The project adds 390 feet of 4½-foot wide sidewalk in the right-of-way on the east side of Greenway Drive North from Evergreen Street to West 120th Avenue. It also adds 95 feet of eight-foot wide sidewalk in the CDOT right-of-way along the south side of West 120th Avenue, east from Greenway Drive North to the RTD bus stop (if allowed by CDOT). There is an existing light post that will probably need to be relocated. A connection to the existing sidewalk on the south side of Evergreen Street is needed, as are three new curb ramps. If feasible, the project should also include landscaping in the Greenway Avenue median to improve the aesthetics of the neighborhood entry. New shrub beds are proposed to replace some turf areas. Since the existing landscaping and irrigation in the median is owned and maintained by the Greenway Park HOA, approval from the HOA would be required.

Problem to be Solved and/or Benefit to Citizens:

There is no sidewalk in this area so residents must walk in the street to head north to West 120th Avenue. This is a public safety problem. The new sidewalk will benefit citizens by providing pedestrian access to West 120th Avenue and the amenities and businesses to the north.

Alternatives/Consequences if not Funded:

If this sidewalk is not funded, residents will continue to walk in the street or on the uneven edge of the curb.



Project Association:

This project is not associated with any other project; however, it could be combined with similar sidewalk construction and/or landscaping projects.

Operating Budget Impact:

Standard sidewalk maintenance will be required. Any median landscaping improvements would be maintained by the Greenway Park HOA.

Acres of Park		**Miles of roadway**	
L.F. of sidewalk	485	**SF of roadway**	
L.F. of trail		**# of FTE**	
SF of bldg.		**Other**	landscaping an
Timeline:		**Other**	

It is proposed that this project be funded in 2015.

City and County of Broomfield
2015 Capital Improvement Projects

Trail System Projects

Estimated Project Time Table			
Steps to be completed	**Start Date**	**Completion Date**	**% of Project**
Design project and development of construction plans	2015		25
Bid project and award construction agreement	2015		30
Construct project	2015		45

Funding Source: Open Space and Parks Fund

Prior Year Costs	2013 Actual	2014 Funding	2015 Funding	2016 Funding
0	0	0	89,000	0

2017 Funding	2018 Funding	2019 Funding	Future Needs	Total Project Cost
0	0	0	0	89,000

City and County of Broomfield
2015 Capital Improvement Projects

Trail System Projects

Project Name: **North Community Link Trail - Lowell Blvd - 144th to Sheridan** **Project #:** 14Z0421

Total Project Cost: $305,000

Project Description:

This trail extends from Lowell Boulevard through the future Anthem open space to Sheridan Boulevard and Community Ditch. The portion of the trail from West 144th Avenue north to the Community Ditch can be built at any time. The portion of the trail on the Broomfield Reservoir site and the Anthem site to the east of Lowell should be designed when the Reservoir master plan is developed. Pulte is responsible for building the trail on the east side of Lowell.

Background and Justification:

The trail will be constructed of 8-foot crusher fines and crosses a large parcel of open space that is proposed to be dedicated to Broomfield.

Problem to be Solved and/or Benefit to Citizens:

This trail provides a connection from Lowell to Sheridan that can be used by residents to connect to Siena Reservoir, the Broomfield Trail and the Anthem Community Park.

Alternatives/Consequences if not Funded:

Defer the trail project.

Project Association:

N/A

Operating Budget Impact:

Once complete, this project will require standard trail maintenance.



Acres of Park		**Miles of roadway**	
L.F. of sidewalk		**SF of roadway**	
L.F. of trail		**# of FTE**	
SF of bldg.		**Other**	
		Other	

Timeline:

This project is funded in 2015.

Estimated Project Time Table			
Steps to be completed	**Start Date**	**Completion Date**	**% of Project**
Design and develop construction plans	2015		25
Bid project and award construction agreement	2015		30
Construct project	2015		45

Funding Source: Open Space and Parks Fund

Prior Year Costs	2013 Actual	2014 Funding	2015 Funding	2016 Funding
0	0	0	305,000	0
2017 Funding	**2018 Funding**	**2019 Funding**	**Future Needs**	**Total Project Cost**
0	0	0	0	305,000

City and County of Broomfield
2015 Capital Improvement Projects

Trail System Projects

Project Name: **Trail Connection - Legends to Crofton Park and Columbine Meadows** **Project #: 15J0011**

Total Project Cost: $49,700

Project Description:

The project will provide two 8-foot concrete trail connections. The Legends at Crofton Park (Legends) project is proposed at the southeast corner of Lowell Boulevard and Midway Boulevard. Legends will be constructing an 8-foot concrete trail on the south and east sides of its property. The proposal includes a trail connection from the southeast corner of Legends to the public trail in Crofton Park and from Legends to the Columbine Meadows neighborhood.

Background and Justification:

The Legends to Crofton Park trail connection is approximately 45 feet long. A public access easement will be necessary to obtain from Crofton Park to allow the trail to pass through a portion of their privately owned property. In 2015, it is proposed that the public outreach and approval of the public access easement be pursued. This trail also crosses a drainage pan that will need a culvert or low-flow crossing. The Legends to Columbine Meadows trail connection will be approximately 155 feet and will be constructed through Broomfield property. The design will need to be coordinated with the drainage on the Legends property. If funded, in 2016 both trails could be constructed.

Problem to be Solved and/or Benefit to Citizens:

Social trails have been worn down in these areas and new trails will provide access for residents that are already using the areas informally. The trails provide connectivity to Columbine Park, Metzger Farm Open Space, Broomfield County Commons and the small commercial areas on either side of Midway Boulevard and Lowell Boulevard.

Alternatives/Consequences if not Funded:

If unfunded, residents will continue to use social trails.

Project Association:

These two trails are related to the privately sponsored Legends development. They could be constructed with similar trail or sidewalk projects to improve economy of scale.



Operating Budget Impact:

Standard concrete trail maintenance will be required.

Acres of Park		**Miles of roadway**	
L.F. of sidewalk	200	**SF of roadway**	
L.F. of trail		**# of FTE**	
SF of bldg.		**Other**	landscaping an
		Other	

Timeline:

It is proposed that this project be funded in 2015.

Estimated Project Time Table			
Steps to be completed	**Start Date**	**Completion Date**	**% of Project**
Design projects	2015		10
Bid project and award construction agreement	2016		20
Construct project	2016		70

City and County of Broomfield
2015 Capital Improvement Projects

Trail System Projects

Funding Source: Open Space and Parks Fund

Prior Year Costs	2013 Actual	2014 Funding	2015 Funding	2016 Funding
0	0	0	49,700	0

2017 Funding	2018 Funding	2019 Funding	Future Needs	Total Project Cost
0	0	0	0	49,700

City and County of Broomfield
2015 Capital Improvement Projects

Parks & Recreation Facility Projects

Project Name: **124th Avenue - Tree Branch Recycling Center Relocation**

Project #: 09C0015

Total Project Cost: $286,000

Project Description:

This project will fund improvements on the 5.73 acres of land adjacent to the Water Treatment Plant. This site will provide an expanded yard waste drop-off site with extended hours to meet the needs of Broomfield residents. Funding for upgrades include grading and surfacing, fencing, and bins for storage of the different types of yard waste or other organics. A greenhouse and Sprung shelter could also be built on the site. This is a multi-year project.

Background and Justification:

The relocation of the tree branch drop-off site, expansion of the Tree Branch Recycle Program to include grass yard waste and other organic waste, and the inclusion of non-residents and contractors will divert approximately 51, 730 cubic yards of waste a year. The diversion of additional organic material supports the Master Plan Goal of environmental stewardship. It increases community services by meeting the needs of not only Broomfield residents, but the entire North Metro Area community. Broomfield will be a leader in implementing environmental stewardship policies that help create a desirable and sustainable community now and for future generations.

Problem to be Solved and/or Benefit to Citizens:

Relocating the Tree Branch Recycle Program to the new site would provide:

- A location where the users of the recycle center are free of flying debris that is result of the grinding process;
- An expanded area to receive additional yard waste and organic waste streams;
- Expanded hours of operations;
- A location where non-residents and contractors can drop off organic waste for a fee;
- A greenhouse that will be used to grow annuals and perennials that will be planted in Broomfield parks and greenbelts;

  and
- A tent for storing equipment used at the Recycle Center

Alternatives/Consequences if not Funded:

Defer the project and continue to operate the program at the existing Recycle Center.



Project Association:

The RV Waste Disposal Station and the Tree Branch Recycle Program will be located on the same site. The management of these two projects can be combined. Some of the construction costs for the fence, grading and surfacing could be shared.

Operating Budget Impact:

The new facility will not increase operating and maintenance costs. However, if the program expands additional operating costs may be incurred.

Acres of Park		**Miles of roadway**	
L.F. of sidewalk		**SF of roadway**	
L.F. of trail		**# of FTE**	
SF of bldg.		**Other**	
		Other	

Timeline:

It is proposed that this project be funded in 2015.

City and County of Broomfield
2015 Capital Improvement Projects

Parks & Recreation Facility Projects

Estimated Project Time Table			
Steps to be completed	**Start Date**	**Completion Date**	**% of Project**
Design project and develop construction plans	2015		25
Bid project and award construction agreement	2015		30
Construct project	2015		45

Funding Source: Sales and Use Tax Fund

Prior Year Costs	2013 Actual	2014 Funding	2015 Funding	2016 Funding
0	0	0	286,000	0

2017 Funding	2018 Funding	2019 Funding	Future Needs	Total Project Cost
0	0	0	0	286,000

City and County of Broomfield
2015 Capital Improvement Projects

Parks & Recreation Facility Projects

Project Name: **Bay - Renovation Phase III - Locker Room/Concessions** **Project #:** **14F0046**

Total Project Cost: **$3,132,000**

Project Description:

Staff hired a consultant to work on phasing improvements for The Bay. These improvements are necessary for maintenance as well as to keep the park competitive with other community water parks.

Background and Justification:

Phase III includes improvements to the locker rooms, restrooms and concession buildings.

Problem to be Solved and/or Benefit to Citizens:

Some equipment has to be shut down for emergency maintenance during the busy summer months. This causes frustration to the public and staff.

Alternatives/Consequences if not Funded:

Continue to repair older equipment as necessary to keep park safe and open.



Project Association:

N/A

Operating Budget Impact:

This project could increase revenue with a remodeled concession stand and will improve service levels to the customers.

Acres of Park		**Miles of roadway**	
L.F. of sidewalk		**SF of roadway**	
L.F. of trail		**# of FTE**	
SF of bldg.		**Other**	
		Other	

Timeline:

It is proposed that this project be funded for design in 2015 and construction in 2016.

Estimated Project Time Table			
Steps to be completed	**Start Date**	**Completion Date**	**% of Project**
Design and development of construction plans	2015		25
Bid project and award agreement	2016		30
Construct project	2016		45

Funding Source: Sales and Use Tax Fund

Prior Year Costs	2013 Actual	2014 Funding	2015 Funding	2016 Funding
0	0	0	312,000	2,820,000
2017 Funding	**2018 Funding**	**2019 Funding**	**Future Needs**	**Total Project Cost**
0	0	0	0	3,132,000

City and County of Broomfield
2015 Capital Improvement Projects

Parks & Recreation Facility Projects

Project Name: **Broomfield Community Center - Sundeck Replacement** **Project #:** **15J0028**

Total Project Cost: **$23,000**

Project Description:

The Sundeck and steps in the pool area at Broomfield Community Center are deteriorating, heaving, and cracking in several areas. The concrete deck surface has been painted over the years in an attempt to protect the concrete and to make it cosmetically more appealing for the public. The paint and surface has worn down over time and is now a slipping hazard. The sundeck also houses pool equipment and HVAC systems so a new access hatch will be needed. The hatch is rusted and has heaved creating a tripping hazard.

Background and Justification:

This is a request to remove all, or a portion of, the existing concrete surface of the sundeck and steps, while protecting the mechanical systems beneath. After removal of the concrete, the contractor would prep, form, and pour the new surface with a brush finish to allow for proper traction when wet. When pouring and forming the contractor would need to make necessary accommodations to set the placement of a new access hatch.

This would have to be scheduled during our annual shut down to avoid interrupting our current operations and programming as well as patron safety. The contractor would need access to the pool area and the outdoor patio area directly outside the sundeck doors. The hot tub will need to be drained and covered during the project to protect existing equipment.

Problem to be Solved and/or Benefit to Citizens:

The steps and deck area lead to the doors that allow for emergency access in and out of the building as needed by staff, patrons, and emergency personnel. This area is also our main access point to the hot tub pump room shed that is located outside the sundeck area. This area is also used for programs and seating for large swimming events such as swim meets, parties, customer viewing areas, and the Mini Haha and kids Mini Haha triathlons. The sundeck area is also used for meetings and training sessions.

Eliminating the access to this area limits the capacity of our pool area, access to exits, and access to pump room and mechanical equipment. It also prevents the necessary emergency egress for the building. The exit doors are currently our main exit during an emergency situation. As this area continues to deteriorate the safe use of the area is becoming more restrictive.

Alternatives/Consequences if not Funded:

If not taken care of the area will be unsafe for use by patron and staff. It will restrict a safe passage for emergency exit and alternatives would need to be investigated. The hot tub will have to eventually be closed due to limitations in being able to access the equipment safely and effectively.



Project Association:

None

Operating Budget Impact:

None

Acres of Park		**Miles of roadway**	
L.F. of sidewalk		**SF of roadway**	
L.F. of trail		**# of FTE**	
SF of bldg.		**Other**	
		Other	

Timeline:

It is proposed that this project be funded in 2015.

City and County of Broomfield
2015 Capital Improvement Projects

Parks & Recreation Facility Projects

Estimated Project Time Table			
Steps to be completed	**Start Date**	**Completion Date**	**% of Project**
Award contract, demolition, construction	2015		100

Funding Source: Sales and Use Tax Fund

Prior Year Costs	2013 Actual	2014 Funding	2015 Funding	2016 Funding
0	0	0	23,000	0

2017 Funding	2018 Funding	2019 Funding	Future Needs	Total Project Cost
0	0	0	0	23,000

City and County of Broomfield
2015 Capital Improvement Projects

Parks & Recreation Facility Projects

Project Name: **Broomfield County Commons - Cemetery Phase II** **Project #: 15J0001**

Total Project Cost: $1,700,000

Project Description:

This request will review and update the Broomfield County Commons Cemetery master plan and design conceptual site plan; Construction document design; and Construction of Phase II of the cemetery master plan.

Background and Justification:

Review and update of the Broomfield County Commons Cemetery master plan and design a conceptual site plan for Phase II of the cemetery. Phase II plans would include approximately 2.5 acres of the remaining undeveloped 6.53 acres for construction of an access road, full and cremation burial spaces, landscaping, a cemetery sales office and maintenance facility, and review and imporvements to the existing site signage. The master plan review, update and conceptual site plan would address placement and costs for the office/maintenance facility, layout of full burial grave spaces and cremation grave spaces, road access location to the new burial area and landscaping for the 2.5 acres. Staff will be consulted about lessons learned in the past 10 years concerning the operation and layout of full burial spaces, size of the spaces, number of upright and flush monument spaces, landscaping around burial spaces, access to each space and monument placement and spacing. Review the 2005 cemetery sales office and maintenance facility plans to determine placement on the property, size, infrastructure (utilities) and estimated construction costs.

Problem to be Solved and/or Benefit to Citizens:

The Broomfield County Commons Cemetery (BCCC) opened in November 2013 with 3.27 acres of the 9.9 acres site developed. BCCC is a full service cemetery offering interment options for full casket burial, in-ground cremation burial, and above ground niche spaces for cremations. In ten years, the cemetery has averaged 51.7 sales per year, 72% full burial and 28% cremation.

Alternatives/Consequences if not Funded:

If not funded, Broomfield County Commons Cemetery is expected to exhaust all of full burial spaces by 2017. The citizens of Broomfield will be forced to choose another full service cemetery for their full casket burial. The BCCC would still be available to those who are planning cremation interment.



Project Association:

N/A

Operating Budget Impact:

The operating budget for the cemetery would increase due to the increased acerage and is listed below.

Acres of Park	2.5	**Miles of roadway**	
L.F. of sidewalk		**SF of roadway**	
L.F. of trail		**# of FTE**	
SF of bldg.		**Other**	
		Other	

Timeline:

It is proposed to review options in 2015, design in 2016 and construct in 2017.

Estimated Project Time Table			
Steps to be completed	**Start Date**	**Completion Date**	**% of Project**
Master plan design development	2015		33
Construction Documents	2016		33
Construction	2017		33

City and County of Broomfield
2015 Capital Improvement Projects

Parks & Recreation Facility Projects

Funding Source: Sales and Use Tax Fund

Prior Year Costs	2013 Actual	2014 Funding	2015 Funding	2016 Funding
0	0	0	75,000	125,000

2017 Funding	2018 Funding	2019 Funding	Future Needs	Total Project Cost
1,500,000	0	0	0	1,700,000

City and County of Broomfield
2015 Capital Improvement Projects

Parks & Recreation Facility Projects

Project Name: **City Park Channel - Pedestrian Bridge near HHS** **Project #: 15J0004**

Total Project Cost: $120,000

Project Description:

This project would design and construct a pedestrian bridge from the Community Park Ballfield parking lot to the new Health and Human Services Facility over the Community Park drainage channel.

Background and Justification:

his project would design and construct a pedestrian bridge from the Community Park Ballfield parking lot to the new Health and Human Services Facility over the Community Park drainage channel. The work involves design, a no-rise floodway analysis, floodplain permitting, possible wetlands permitting and construction.

Problem to be Solved and/or Benefit to Citizens:

Council selected the site at 1st Avenue and Spader Way for the Health and Human Services facility. The site was selected in part because it would allow overflow parking for the ballfields and vice-versa. In order for the two parking areas to act as overflow parking, a pedestrian bridge is needed. The design and construction of a pedestrian bridge was not anticipated with the budget for the HHS facility, and therefore a separate CIP project is requested.

Alternatives/Consequences if not Funded:

Pedestrians would have to walk around on Spader Way or about 600 feet east to the pedestrian bridge near the Skate Park.



Project Association:

Yes, this project is associated with the HHS Facility.

Operating Budget Impact:

This project will add operating costs for standard trail maintenance.

Acres of Park		**Miles of roadway**	
L.F. of sidewalk		**SF of roadway**	
L.F. of trail	100	**# of FTE**	
SF of bldg.		**Other**	
Timeline:		**Other**	

It is proposed that this project be funded in 2015.

Estimated Project Time Table			
Steps to be completed	**Start Date**	**Completion Date**	**% of Project**
Design and floodway analysis	2015		15
Council pre-project review	2015		5
Permitting, bidding and award of agreement	2015		10
Construction	2015		70

Funding Source: Sales and Use Tax Fund

Prior Year Costs	2013 Actual	2014 Funding	2015 Funding	2016 Funding
0	0	0	120,000	0
2017 Funding	**2018 Funding**	**2019 Funding**	**Future Needs**	**Total Project Cost**
0	0	0	0	120,000

City and County of Broomfield
2015 Capital Improvement Projects

Parks & Recreation Facility Projects

Project Name: **Broomfield County Commons - Expansion - Yellow Pod** **Project #: 15Z0175**

Total Project Cost: $3,693,550

Project Description:

Two of the four athletic pods (green and yellow) within the Broomfield County Commons Park remain undeveloped since the park was constructed in 2002. The yellow pod is located east of Sheridan, north of County Commons Drive and south of the temporary dog park which is located on the green pod. The yellow pod is 13 acres, is without irrigation or soil treatment. The area was seeded with native grass when it was constructed.

Background and Justification:

This request is to develop design drawings (construction plans) and construct the yellow pod in synthetic turf. The pod would need to be excavated, a sub base and drainage system constructed and then synthetic turf installed over the 13 acres. There is no field lighting within the Commons Park.

Problem to be Solved and/or Benefit to Citizens:

As the number of residents in Broomfield has increased, the need and request for additional field space has increased as well. This field would be used as a practice field. The potential users for this pod include but not limited to football, field hockey, soccer, rugby, lacrosse, and ultimate Frisbee. With the addition the 13 acres of playfield space, recreation services will be able to reallocate practices to more appropriate play field space and accommodate additional, although not all, requests for field use. The yellow pod would be used primarily as a practice field.

Alternatives/Consequences if not Funded:

Staff will be unable to accommodate all field space requests and may need to develop an alternate method to allocate space amongst users.



Project Association:

N/A

Operating Budget Impact:

The additional area will require maintenance.

Acres of Park	13	**Miles of roadway**	
L.F. of sidewalk		**SF of roadway**	
L.F. of trail		**# of FTE**	
SF of bldg.		**Other**	
		Other	

Timeline:

It is proposed that this project be funded in 2015.

Estimated Project Time Table			
Steps to be completed	**Start Date**	**Completion Date**	**% of Project**
Design and develop construction plans	2015		25
Bid project and award agreement			25
Complete project	2015		50

Funding Source: Sales and Use Tax Fund

Prior Year Costs	2013 Actual	2014 Funding	2015 Funding	2016 Funding
0	0	0	3,693,550	0
2017 Funding	**2018 Funding**	**2019 Funding**	**Future Needs**	**Total Project Cost**
0	0	0	0	3,693,550

City and County of Broomfield
2015 Capital Improvement Projects

Parks & Recreation Facility Projects

Project Name: **Paul Derda Recreation Center - Entryway Security** **Project #: 15J0034**

Total Project Cost: $310,000

Project Description:

This request will replace the existing revolving door at the entrance of the Paul Derda Recreation Center with a vestibule.

Background and Justification:

A design team would be retained to review layout alternatives with staff that would allow for safe operation for all patrons, reduce heat loss, allow the building to be "locked down" during an emergency situation and determine a cost effective solution.

Problem to be Solved and/or Benefit to Citizens:

The existing door has had costly repairs. Since December 2013, Facility Services has spent $3,794 in contractor fees due to operational problems. The revolving door has had to be "closed" and patrons have had to use only the two single doors on each side of the revolving door on several occasions for several days at a time until the door could be repaired. In addition, safety has been a concern. Patrons (young and old) have become caught or trapped within the door. There have been many written incident reports and many incidents that have not warranted a written report.

Alternatives/Consequences if not Funded:

Continue to try and locate costly repair parts or install manual controls with the loss of dimming and programming capabilities. Continue to be unable to secure (lock out) the building.



Project Association:

N/A

Operating Budget Impact:

This could reduce maintenance costs due to lower repair costs.

Acres of Park		**Miles of roadway**	
L.F. of sidewalk		**SF of roadway**	
L.F. of trail		**# of FTE**	
SF of bldg.		**Other**	
		Other	

Timeline:

It is proposed that this project be funded in 2015.

Estimated Project Time Table			
Steps to be completed	**Start Date**	**Completion Date**	**% of Project**
Design and develop construction documents	2015		25
Bid project and award construction agreement	2015		20
Construct improvements	2015		55

Funding Source: Sales and Use Tax Fund

Prior Year Costs	2013 Actual	2014 Funding	2015 Funding	2016 Funding
0	0	0	310,000	0
2017 Funding	**2018 Funding**	**2019 Funding**	**Future Needs**	**Total Project Cost**
0	0	0	0	310,000

City and County of Broomfield
2015 Capital Improvement Projects

Parks & Recreation Facility Projects

Project Name: **911 Memorial - Lighting System Replacement** **Project #: 15J0016**

Total Project Cost: $15,000

Project Description:

This request is to replace/upgrade the existing in-ground lighting at the Community Park 911 Memorial. The purpose is to provide an efficient and effective lighting system to illuminate the memorial's sculpture garden.

Background and Justification:

The replacement lighting would include above ground mounted LED precision flood lights. These above ground lights would replace the existing in-ground can lights that have proven to be a poor design for the location's specific needs. The project would include installation and hardware for the project.

Problem to be Solved and/or Benefit to Citizens:

The existing lighting has been problematic because of water flow and water infiltration into the fixtures due to the garden elements. Park Operations staff has had repeated incident of flooded in-ground lighting canisters that have kept the facility without constant lighting coverage. Upgrading to above ground lighting will correct this design problem and provide improved directional lighting coverage for the sculpture.

Alternatives/Consequences if not Funded:

If not funded, the high cost of labor and replacement equipment will continue to burden Park Operations budget and staff. Alternative improved in-ground lighting has been considered, but is more than twice the price of above ground lighting, and will most likely be infiltrated by water in the future.



Project Association:

None

Operating Budget Impact:

This project will reduce maintenance costs at this location.

Acres of Park		**Miles of roadway**	
L.F. of sidewalk		**SF of roadway**	
L.F. of trail		**# of FTE**	
SF of bldg.		**Other**	
		Other	

Timeline:

It is proposed that this project be funded in 2015

Estimated Project Time Table			
Steps to be completed	**Start Date**	**Completion Date**	**% of Project**
Award contract, demolition, construction	2015		100

Funding Source: Sales and Use Tax Fund

Prior Year Costs	2013 Actual	2014 Funding	2015 Funding	2016 Funding
0	0	0	15,000	0
2017 Funding	**2018 Funding**	**2019 Funding**	**Future Needs**	**Total Project Cost**
0	0	0	0	15,000

City and County of Broomfield
2015 Capital Improvement Projects

Parks & Recreation Facility Projects

Project Name: **Broomfield Community Center - HVAC / Building Maintenance**

Project #: 13G0031

Total Project Cost: $933,500

Project Description:

This project includes repair and replacement of aging and failing heating, ventilation, and air conditioning (HVAC) elements at the Broomfield Community Center including air-cooled condensing units, heating elements, fans, pumps, etc.

Background and Justification:

The necessary repairs and replacements were identified in a facility condition assessment report prepared by Eaton/EMC Engineers in January 2011.

Problem to be Solved and/or Benefit to Citizens:

This project will reduce facility maintenance requirements and associated maintenance costs. Repair and replacement of these elements is necessary to keep the HVAC system operational. If the system is not functioning, the facility cannot remain open to the public.

Alternatives/Consequences if not Funded:

Alternatives for the selection of replacement equipment items will be evaluated for each system or major equipment package.



Project Association:

This project will need to be designed with other building repairs.

Operating Budget Impact:

This project will reduce facility maintenance requirements and associated maintenance costs.

Acres of Park		**Miles of roadway**	
L.F. of sidewalk		**SF of roadway**	
L.F. of trail		**# of FTE**	
SF of bldg.		**Other**	
		Other	

Timeline:

It is proposed that this project be designed in 2014 in order to proceed with other building improvements. This project could then be funded for construction in 2016.

Estimated Project Time Table			
Steps to be completed	**Start Date**	**Completion Date**	**% of Project**
Design project and develop construction plans	2014		25
Bid construction and award agreement	2015		30
Construct project	2015		45

Funding Source: Sales and Use Tax Fund

Prior Year Costs	2013 Actual	2014 Funding	2015 Funding	2016 Funding
0	0	493,500	220,000	220,000

2017 Funding	2018 Funding	2019 Funding	Future Needs	Total Project Cost
0	0	0	0	933,500

City and County of Broomfield
2015 Capital Improvement Projects

Parks & Recreation Facility Projects

Project Name: **Broomfield Community Center - Locker Room Reconstruction** **Project #:** 10Z0082

Total Project Cost: $1,056,200

Project Description:

This project expands and upgrades the men's and women's locker rooms, and adds family cabanas at the Broomfield Community Center. The proposed locker room expansion would impact the existing staff office area, so remodelling of staff offices is also included.

Background and Justification:

Because the locker room expansion will take up office space, additional offices would be added to the upper level of the facility.

Problem to be Solved and/or Benefit to Citizens:

The existing locker rooms are outdated, too small, and in need of renovation for safety and ADA requirements.

Alternatives/Consequences if not Funded:

Do not remodel the locker rooms.



Project Association:

This project will be coordinated with other Community Center improvements.

Operating Budget Impact:

This project will not substantially affect operating costs.

Acres of Park		**Miles of roadway**	
L.F. of sidewalk		**SF of roadway**	
L.F. of trail		**# of FTE**	
SF of bldg.		**Other**	
		Other	

Timeline:

It is proposed that this project be funded in 2015.

Estimated Project Time Table			
Steps to be completed	**Start Date**	**Completion Date**	**% of Project**
Design project and develop construction plans	2015		25
Bid project and award construction agreement	2015		30
Construct project	2015		45

Funding Source: Sales and Use Tax Fund

Prior Year Costs	2013 Actual	2014 Funding	2015 Funding	2016 Funding
0	0	0	1,056,200	0
2017 Funding	**2018 Funding**	**2019 Funding**	**Future Needs**	**Total Project Cost**
0	0	0	0	1,056,200

City and County of Broomfield
2015 Capital Improvement Projects

Parks & Recreation Facility Projects

Project Name: **Paul Derda Recreation Center - Recoating of Tower Slides** **Project #: 15J0023**

Total Project Cost: $50,000

Project Description:

The gel coating on the green innertube slide and yellow body slide at PDRC needs to be reapplied. Both fiberglass slides are starting to show wear and tear including pitting, cracking, and bubbling due to their 10 plus years of continued use. The gel-coat needs to be replaced to protect the fiberglass structure. Both slides need to be inspected, sanded, repaired, gel-coated and have the seams caulked to increase their longevity.

Background and Justification:

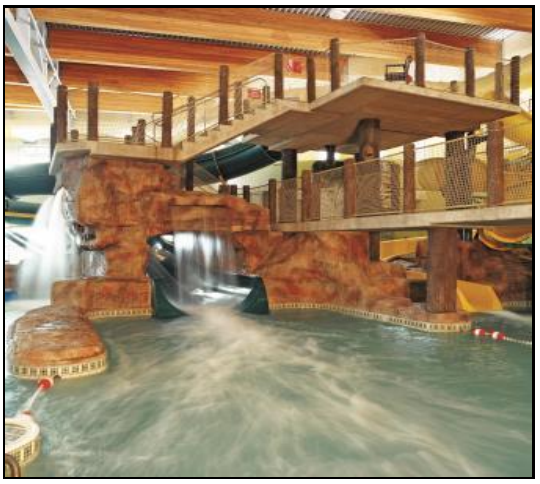
This project should be completed during our annual closure to have as little down time for our operations and patrons and allow the contractors unlimited access to the slides in order to perform all necessary work. The work performed will require the pool to be drained to avoid debris from entering the pool and provide a safe and functional work environment for the contractors. The gel-coat and caulk will require a few days to cure for best and longest lasting results.

Problem to be Solved and/or Benefit to Citizens:

Recoating these slides will make the slide surface smooth helping to avoid the scrapes and cuts that are associated with the imperfections in the slide surface as well as protect the slide surface and structure increasing their longevity for another 10 years, and an asset to the community and city.

Alternatives/Consequences if not Funded:

The slides will become unsafe and will be shut down until repaired.



Project Association:

None

Operating Budget Impact:

None

Acres of Park		**Miles of roadway**	
L.F. of sidewalk		**SF of roadway**	
L.F. of trail		**# of FTE**	
SF of bldg.		**Other**	
		Other	

Timeline:

It is proposed that this project be funded in 2015.

Estimated Project Time Table			
Steps to be completed	**Start Date**	**Completion Date**	**% of Project**
Sand and repair slides during closure	2015		100

Funding Source: Sales and Use Tax Fund

Prior Year Costs	2013 Actual	2014 Funding	2015 Funding	2016 Funding
0	0	0	50,000	0
2017 Funding	**2018 Funding**	**2019 Funding**	**Future Needs**	**Total Project Cost**
0	0	0	0	50,000

City and County of Broomfield
2015 Capital Improvement Projects

Parks & Recreation Facility Projects

Project Name: **Broomfield County Commons - Championship Field Turf Replacement** **Project #: 15G0010**

Total Project Cost: $400,000

Project Description:

The Championship Field (synthetic soccer/football field) was installed in 2004 when the Broomfield County Commons Park was built. The field came with an eight-year warranty and a life expectancy of 10-12 years. The field is showing significant wear and is expected to require replacement in 2015. Since this artificial turf can be used in all weather conditions and almost year round, it gets more use than any other turf space in the Broomfield parks system. As a result, the wear has been extreme. Parks will be monitoring its condition until it can be replaced.

Background and Justification:

This project will keep the busiest playing surface for football, soccer and other activities in Broomfield safe.

Problem to be Solved and/or Benefit to Citizens:

An independent assesment was done in 2011 by a consultant confirming that the turf has experienced significant wear and needs to be replaced within the next two years. The seams are beginning to fail which is a significant trip hazard. In replacing the existing surface with the newest state-of-the-art synthetic turf, Broomfield would get a turf superior to the original installed in 2004, with greater resistance to UV rays and life expectancy of 10-12 years.

Alternatives/Consequences if not Funded:

Do not replace and plan at some point to close the field to use due to safety.



Project Association:

N/A

Operating Budget Impact:

N/A

Acres of Park		**Miles of roadway**	
L.F. of sidewalk		**SF of roadway**	
L.F. of trail		**# of FTE**	
SF of bldg.		**Other**	
		Other	

Timeline:

IT is proposed that this project be funded in 2015.

Estimated Project Time Table			
Steps to be completed	**Start Date**	**Completion Date**	**% of Project**
Obtain bids	2015		25
Hire contractor/complete project	2015		75

Funding Source: Conservation Trust Fund (Lottery Proceeds)

Prior Year Costs	2013 Actual	2014 Funding	2015 Funding	2016 Funding
0	0	0	400,000	0
2017 Funding	**2018 Funding**	**2019 Funding**	**Future Needs**	**Total Project Cost**
0	0	0	0	400,000

City and County of Broomfield
2015 Capital Improvement Projects

Parks & Recreation Facility Projects

Project Name: **Emerald Park - Ball Field and Park Improvements** **Project #: 15Z0171**

Total Project Cost: $765,000

Project Description:

This project would enhance and upgrade the Emerald Park ball field area adjacent to Emerald Elementary School. Improvements to the fields will include: a new irrigation system, new backstop and fence structures, installing new turf, installing improve

Background and Justification:

Improvements to the fields will include a new irrigation system, a new backstop and fence structures, new turf, improved infields, a park shelter, and replacement of the old basketball court and horseshoe pits.

Problem to be Solved and/or Benefit to Citizens:

This project will improve the existing outdated ball park. The backstop fencing is not sufficient and is unstable. Updating this field will give Broomfield an additional area for games.

Alternatives/Consequences if not Funded:

Defer the project or phase the project.

Project Association:

N/A

Operating Budget Impact:

Depending upon the terms of an agreement with Boulder Valley School District, maintenance and operating costs could increase.



Acres of Park		**Miles of roadway**	
L.F. of sidewalk		**SF of roadway**	
L.F. of trail		**# of FTE**	
SF of bldg.		**Other**	
		Other	

Timeline:

It is proposed that this project be funded for design in 2015 and construction in 2016.

Estimated Project Time Table			
Steps to be completed	**Start Date**	**Completion Date**	**% of Project**
Design and development of construction plans	2015		25
Bid project and award construction	2016		30
Construct project	2016		45

Funding Source: Service Expansion Fee

Prior Year Costs	2013 Actual	2014 Funding	2015 Funding	2016 Funding
0	0	0	65,000	700,000
2017 Funding	**2018 Funding**	**2019 Funding**	**Future Needs**	**Total Project Cost**
0	0	0	0	765,000

City and County of Broomfield
2015 Capital Improvement Projects

Transportation System Projects

Project Name: **120th Avenue Connection - Illuminated Street Name Signs** **Project #: 15H0044**

Total Project Cost: $25,000

Project Description:

The Colorado Department of Transportation (CDOT) is providing improvements to the last phase of the 120th Connection Project. Since we are using Broomfield standard street name signs we are responsible for the signs.

Background and Justification:

New illuminated street name signs will be placed at the newly constructed signalized intersections of Upham Street and West 120th Avenue and Wadsworth Boulevard and West 120th Avenue. A total of seven signs are needed.

Problem to be Solved and/or Benefit to Citizens:

Street name signs in accordance with Broomfield Standards.

Alternatives/Consequences if not Funded:

Use CDOT standard signs.

Project Association:

N/A

Operating Budget Impact:



Acres of Park		**Miles of roadway**	
L.F. of sidewalk		**SF of roadway**	
L.F. of trail		**# of FTE**	
SF of bldg.		**Other**	7 additional signs
		Other	

Timeline:

It is proposed that this project be funded in 2015.

Estimated Project Time Table			
Steps to be completed	**Start Date**	**Completion Date**	**% of Project**
Obtain quotes	2014		25
Hire contractor and install signage	2014		75

Funding Source: Sales and Use Tax Fund

Prior Year Costs	2013 Actual	2014 Funding	2015 Funding	2016 Funding
0	0	0	25,000	0
2017 Funding	**2018 Funding**	**2019 Funding**	**Future Needs**	**Total Project Cost**
0	0	0	0	25,000

City and County of Broomfield
2015 Capital Improvement Projects

Transportation System Projects

Project Name: **Dillon Road/West 144th Avenue - Improvements** **Project #: 14Z0199**

Total Project Cost: $29,499,000

Project Description:

Dillon Road/West 144th Avenue is a regional roadway with connectivity to I-25, US 287, and arterial street connections to Lafayette and Louisville. Dillon Road/West 144th Avenue between the Northwest Parkway (NWP) and Zuni Street is in the City and County of Broomfield. The Dillon Road/West 144th Avenue corridor carries approximately 17,000 average daily trip (ADT) cars per day. Broomfield's Transportation Master Plan anticipates between 30,000 and 35,000 ADT by the year 2030.

Background and Justification:

The project has been proposed in phases. By constructing the intersection improvements first, and then adding through lanes at a later time, there are inefficiencies with duplication of some of the work items such as contractor mobilization, traffic control, erosion control, etc. However, this will allow staff to evaluate concerns about congestion after each phase is completed and before the next phase is initiated.

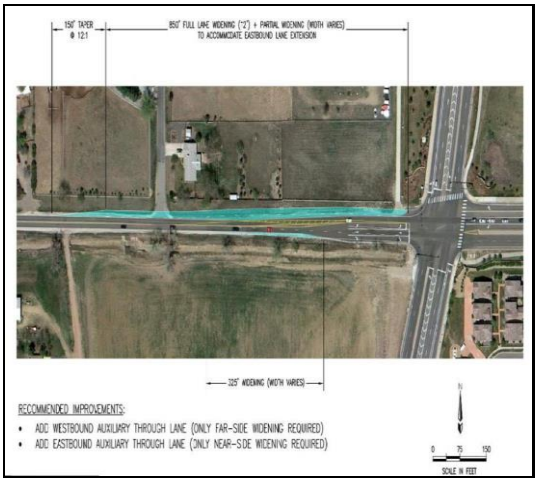
Problem to be Solved and/or Benefit to Citizens:

The posted speed limit is 40 mph in the west end of the corridor and 45 mph in the east end of the corridor. Traffic congestion is heaviest in the westbound direction during the morning peak hour and in the eastbound direction during the afternoon peak.

- During the morning peak, the less congested eastbound trip took approximately seven minutes at an average speed of 30 mph.
- The very congested westbound trip took 17 minutes at an average speed of 12 mph.
- There was a rolling "stop and go" westbound vehicle queue extending east from Aspen Street nearly to Lowell Boulevard. At times traffic would sit at a green traffic signal with no room to move forward.
- There was a long queue (20 plus vehicles) of northbound traffic on Aspen Street waiting to turn left onto 144th Ave during each signal cycle. It appeared some motorists were using 136th Avenue and Aspen Street to bypass the congestion on 144th Avenue.
- During the afternoon peak, the less congested westbound trip took approximately six minutes at an average speed of 35 mph.

Alternatives/Consequences if not Funded:

Continue to monitor congestion and deal with negative feedback from drivers.



Project Association:

N/A

Operating Budget Impact:

The additional roadway will increase maintenance costs.

Acres of Park		**Miles of roadway**	
L.F. of sidewalk		**SF of roadway**	
L.F. of trail		**# of FTE**	
SF of bldg.		**Other**	
		Other	

Timeline:

The project has been proposed in phases beginning with design of phase 1 in 2014.

City and County of Broomfield
2015 Capital Improvement Projects

Transportation System Projects

Estimated Project Time Table			
Steps to be completed	**Start Date**	**Completion Date**	**% of Project**
Issue RFP for phase 1	2014		30
Design project and develop construction plans	2014		30
Bid project and award construction agreement	2015		20
Construct phase 1	2015		20

Funding Source: Sales and Use Tax Fund

Prior Year Costs	2013 Actual	2014 Funding	2015 Funding	2016 Funding
0	0	188,900	1,700,100	0

2017 Funding	2018 Funding	2019 Funding	Future Needs	Total Project Cost
0	10,000,000	0	17,610,000	29,499,000

City and County of Broomfield
2015 Capital Improvement Projects

Transportation System Projects

Project Name: **Traffic Signal - SH 128 and Ridge Parkway** **Project #: 15J0010**

Total Project Cost: $25,000

Project Description:

This project will fund the 10% participation in a traffic signal at State Highway 128 and Ridge Parkway.

Background and Justification:

The City and County entered into a joint maintenance agreement with The Ridge at Broomfield subdivision. This agreement requires Broomfield to participate in funding of a traffic signal.

Problem to be Solved and/or Benefit to Citizens:

None

Alternatives/Consequences if not Funded:

None

Project Association:

None

Operating Budget Impact:

Funding participation only.



Acres of Park		**Miles of roadway**	
L.F. of sidewalk		**SF of roadway**	
L.F. of trail		**# of FTE**	
SF of bldg.		**Other**	
		Other	

Timeline:

This project is proposed to be funded in 2015.

Estimated Project Time Table			
Steps to be completed	**Start Date**	**Completion Date**	**% of Project**
Funding participation only	2015		100

Funding Source: Sales and Use Tax Fund

Prior Year Costs	2013 Actual	2014 Funding	2015 Funding	2016 Funding
0	0	0	25,000	0
2017 Funding	**2018 Funding**	**2019 Funding**	**Future Needs**	**Total Project Cost**
0	0	0	0	25,000

City and County of Broomfield
2015 Capital Improvement Projects

Transportation System Projects

Project Name: **US 36 - Bikeway Connections** **Project #: 15J0032**

Total Project Cost: $50,000

Project Description:

The US 36 project includes a 12-foot wide concrete trail parallel to US 36 throughout Broomfield. There are local connections that are not included in the CDOT project that would be beneficial to connect to Broomfield's existing trails and streets to allow better access. Finally, mile connections support community wellness and help attract an active workforce.

Background and Justification:

The US 36 bikeway construction is anticipated to be completed in early 2015. The CDOT project includes the 12-foot concrete bikeway parallel to US 36. This request would construct connections to the bikeway in three locations: SH 128; Interlocken Filing 24, Lot 2; and Edgeview Drive.

Problem to be Solved and/or Benefit to Citizens:

The more connections there are to the bikeway, the more the bikeway will be used. The CDOT project only included some connections that were identified in the original concepts for the project. Since then, additional areas have been developed leading to more connections needed.

Alternatives/Consequences if not Funded:

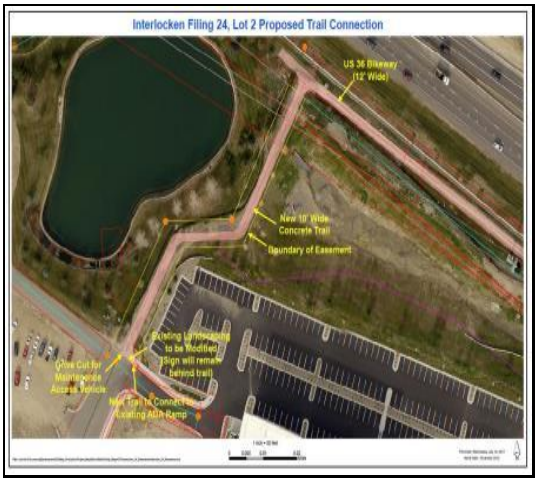
Do not construct connections and allow social trails to develop.

Project Association:

None

Operating Budget Impact:

There will be an increase in maintenance for these trails, including plowing.



Acres of Park		**Miles of roadway**	
L.F. of sidewalk	1000	**SF of roadway**	
L.F. of trail		**# of FTE**	
SF of bldg.		**Other**	
		Other	

Timeline:

It is proposed that this project be funded in 2015.

Estimated Project Time Table			
Steps to be completed	**Start Date**	**Completion Date**	**% of Project**
Bid project and award agreement	2015		20
Construct project	2015		80

Funding Source: Sales and Use Tax Fund

Prior Year Costs	2013 Actual	2014 Funding	2015 Funding	2016 Funding
0	0	0	50,000	0
2017 Funding	**2018 Funding**	**2019 Funding**	**Future Needs**	**Total Project Cost**
0	0	0	0	50,000

City and County of Broomfield
2015 Capital Improvement Projects

Transportation System Projects

Project Name: **US 36 - Bikeway Signage** **Project #: 15J0033**

Total Project Cost: $20,000

Project Description:

A 12-foot wide concrete bikeway is being constructed as part of the US 36 Express Lanes Project. The Federal Highway Transportation's Manual on Uniform Traffic Control Devices (MUTCD) guides signage and minimal directional signage that is included in the contract to construct the bikeway. This request is to fabricate and install the following additional signage along the bikeway: Mile markers, Directional signage; and Informational signage.

Background and Justification:

The US 36 bikeway is under construction. As part of the project, MUTCD signage and minimal directional signage is included. Additional signage is needed along the bikeway to assist users in determining where they are and how to get to their destination. The emergency responders have also requested that mile markers be utilized to identify where an emergency might be on the bikeway. The CDOT project is anticipated to be complete in spring 2015.

Problem to be Solved and/or Benefit to Citizens:

The easier it is to use the bikeway, the more people will use it. Completion of connections to key activity and commercial centers promotes wellness and helps attract businesses seeking to provide an active lifestyle for their employees.

Alternatives/Consequences if not Funded:

There will be missed opportunities for bike connections to important locations in the community.

Project Association:

It could be combined with the open space and trails signage program.

Operating Budget Impact:

Public Works would need to allow for maintenance of the signs in the event of they are damaged by snow plows or other events.



Acres of Park		**Miles of roadway**	
L.F. of sidewalk		**SF of roadway**	
L.F. of trail		**# of FTE**	
SF of bldg.		**Other**	signs and sign
Timeline:		**Other**	

It is proposed that this project be funded in 2015.

Estimated Project Time Table			
Steps to be completed	**Start Date**	**Completion Date**	**% of Project**
Mile marker design	2014		5
Directional/Informational signage design	2014		15
Sign fabrication and installation	2015		80

Funding Source: Sales and Use Tax Fund

Prior Year Costs	2013 Actual	2014 Funding	2015 Funding	2016 Funding
0	0	0	20,000	0
2017 Funding	**2018 Funding**	**2019 Funding**	**Future Needs**	**Total Project Cost**
0	0	0	0	20,000

City and County of Broomfield
2015 Capital Improvement Projects

Transportation System Projects

Project Name: **West 1st Avenue and Spader Way - Roundabout** **Project #: 15J0008**

Total Project Cost: $265,000

Project Description:

The project would design and construct the traffic roundabout at East 1st Avenue and Spader Way as proposed in the Civic Center Plan concurrent with the new Health and Human Services Facility at the northeast corner of East 1st Avenue and Spader Way.

Background and Justification:

The project would design and construct the traffic roundabout at East 1st Avenue and Spader Way as proposed in the Civic Center Plan concurrent with the new Health and Human Services Facility at the northeast corner of East 1st Avenue and Spader Way. Additional right-of-way may be needed for the roundabout, which would be determined during the design phase.

Problem to be Solved and/or Benefit to Citizens:

The HHS facility will be constructed at the northeast corner of East 1st Avenue and Spader Way in 2015. The Civic Center Master Plan calls for a traffic roundabout at this intersection. At a minimum, the traffic roundabout should be analyzed and designed to the schematic design level to identify right-of-way needs concurrent with the HHS facility site development plan. If Council desires the roundabout, and it is shown to improve traffic flow, it may be beneficial to construct it concurrent with the HHS Facility.

Alternatives/Consequences if not Funded: The intersection would remain a four-way stop.



Project Association:

Construction of the HHS Facility.

Operating Budget Impact:

This would increase operating costs if the roundabout is landscaped.

Acres of Park	0.1	**Miles of roadway**	
L.F. of sidewalk		**SF of roadway**	
L.F. of trail		**# of FTE**	
SF of bldg.		**Other**	
		Other	

Timeline:

It is proposed that this project be funded in 2015.

Estimated Project Time Table			
Steps to be completed	**Start Date**	**Completion Date**	**% of Project**
RFP and Design	2015		10
Council Preproject Review	2015		5
Bid and Award	2015		20
Construction	2015		65

Funding Source: Sales and Use Tax Fund

Prior Year Costs	2013 Actual	2014 Funding	2015 Funding	2016 Funding
0	0	0	265,000	0
2017 Funding	**2018 Funding**	**2019 Funding**	**Future Needs**	**Total Project Cost**
0	0	0	0	265,000

City and County of Broomfield
2015 Capital Improvement Projects

Vehicles and Other Equipment

Project Name: **Police - Target System for Firearms Range** **Project #: 15J0037**

Total Project Cost: $161,400

Project Description:

The Police Department is requesting replacement of its current range target system, which is 10 years old and not properly functioning. In 2002, the Police Department began construction of a firearms training range. In 2004, the City solicited bids for a target system. The bid was awarded to Porta Target for a basic handgun 16-station turning target system that was purchased for $18,019. The system was installed and functioned as designed for several years; however, Porta Target has since gone out of business. Repair and maintenance of the system has been problematic for about five years due to the unavailability of parts and qualified technicians who have the expertise to maintain the system. Maintenance is critical because the system has multiple moving parts and the exposure to the elements causes extreme wear and tear.

Background and Justification:

This project includes the purchase of an advanced firearms target system, replacement and increase in the existing concrete surface area, repair of existing dirt berm, and extension of the wooden fence for Police Department's firing range.

Problem to be Solved and/or Benefit to Citizens:

Both the City and County of Broomfield and the Police Department follow their mission statement objectives and guiding values for protecting the quality of life for its citizens which results in a safe community. One of the PD's organizational values is professionalism, which is exemplified by having highly trained police officers. Firearms training is a critical component of police officer training. The current range system does not provide the best training available to the PD's officers in one of the most critical and highest liability areas of their job. Officers must be skilled with many weapons under a variety of scenarios, which include moving threats, multiple suspects, reactive decision based shooting, threat recognition, and depth of field recognition. All of these disciplines are necessary for using a firearm in the line of duty. The current system is strictly a turning target system, limiting the capabilities for decision making and realistic based training, which have become critical in law enforcement firearms training.

Alternatives/Consequences if not Funded:

The current target system must be replaced in 2015 to ensure the continuation of firearms training for Broomfield officers.



Project Association:

None

Operating Budget Impact:

Action Target provides an option for extended maintenance on their products. The cost for the Line of Fire system would be $4,500 per year with option for annual renewal.

Acres of Park		**Miles of roadway**	
L.F. of sidewalk		**SF of roadway**	
L.F. of trail		**# of FTE**	
SF of bldg.		**Other**	
		Other	

Timeline:

It is proposed that this project be funded in 2015.

City and County of Broomfield
2015 Capital Improvement Projects

Vehicles and Other Equipment

Estimated Project Time Table			
Steps to be completed	**Start Date**	**Completion Date**	**% of Project**
Prior to purchase, obtain council approval if over $50,000	2015		15
Hire electrical and concrete contractors	2015		15
Work with Public Works on site work	2015		10
Installation and integration	2015		60

Funding Source: Sales and Use Tax Fund

Prior Year Costs	2013 Actual	2014 Funding	2015 Funding	2016 Funding
0	0	0	161,400	0

2017 Funding	2018 Funding	2019 Funding	Future Needs	Total Project Cost
0	0	0	0	161,400

City and County of Broomfield
2015 Capital Improvement Projects

Water - Purchases and Reservoirs Projects

Project Name: **Carter Lake Pipe Line - In-line Pump Station Share** **Project #: 10Z0123**

Total Project Cost: $1,147,231

Project Description:

This project will cover Broomfield's pro-rata share of a third pump station on the Carter Lake pipeline.

Background and Justification:

Problem to be Solved and/or Benefit to Citizens:

Alternatives/Consequences if not Funded:

No alternatives were reviewed.

Project Association:

N/A

Operating Budget Impact:

N/A



Acres of Park		**Miles of roadway**	
L.F. of sidewalk		**SF of roadway**	
L.F. of trail		**# of FTE**	
SF of bldg.		**Other**	
		Other	

Timeline:

This project is currently funded through 2015.

Estimated Project Time Table			
Steps to be completed	**Start Date**	**Completion Date**	**% of Project**
Funding for Broomfield's share of Carter Lake pump station		2014	100

Funding Source: Utility License Fee

Prior Year Costs	2013 Actual	2014 Funding	2015 Funding	2016 Funding
868,502	0	0	278,726	0
2017 Funding	**2018 Funding**	**2019 Funding**	**Future Needs**	**Total Project Cost**
0	0	0	0	1,147,231

City and County of Broomfield
2015 Capital Improvement Projects

Water - Purchases and Reservoirs Projects

Project Name: **Siena Reservoir/Pump Station/Pipeline** **Project #: 15G0036**

Total Project Cost: $7,500,000

Project Description:

Construct a new pump station and pipeline to deliver water from Sienna Reservoir to the Broomfield Water Treatment Plant by 2017. The proposed facilities would meet peak summer demands for the potable water system on an interim basis until another local reservoir can be constructed. The estimated cost for this project is $7.5 million. The scope of this project includes the design and construction of a new pump station with a capacity of 10 to 15 cubic feet per second (cfs) and 14,200 feet of pipeline varying between 20 and 30 inches in diameter. These facilities would be used to meet peak summer demands for the potable water system.

Background and Justification:

Broomfield Reservoir, with a 5,000 acre-feet capacity, was originally sized to (1) meet peak summer demands at build-out and (2) provide interim firming of Windy Gap supplies until Chimney Hollow Reservoir was constructed. The economic downturn in 2008 delayed the need to construct Broomfield Reservoir to meet the supply and peaking demands that were associated with new growth. On January 17, 2012, Broomfield staff presented a proposal at a Council Study Session to convert Sienna Reservoir for use in the potable water system. The proposed pump station and pipeline improvements would effectively delay the need for adding additional peaking capacity until the 2025 to 2027 timeframe. The project would also include the sale of the Sienna Reservoir property from the Water Reclamation Fund to the Water Fund in the amount of $4 million.

Problem to be Solved and/or Benefit to Citizens:

Provide the necessary facilities to serve projected increases in peak summer water demand due to new development and growth.

Alternatives/Consequences if not Funded:

The existing water supply, treatment, and distribution facilities are adequately sized to meet current conditions. Additional water system capital improvements must be constructed in order to serve new growth. If these facilities are not constructed, then either future water license sales will need to be curtailed or suspended, mandatory summer water restrictions would need to be implemented, or Broomfield Reservoir would need to be constructed.



Project Association:

N/A

Operating Budget Impact:

The impact on the operating budget will be approximately $50,000 per year. This cost includes the additional electricity for pumping and the maintenance of the equipment.

Acres of Park		**Miles of roadway**	
L.F. of sidewalk		**SF of roadway**	
L.F. of trail		**# of FTE**	
SF of bldg.		**Other**	
Timeline:		**Other**	

It is proposed that this project be funded in 2015.

City and County of Broomfield
2015 Capital Improvement Projects

Water - Purchases and Reservoirs Projects

Estimated Project Time Table			
Steps to be completed	Start Date	Completion Date	% of Project
Engineering design	2015		10
Project bidding	2015		15
Construction	2015		50
Final acceptance and start-up	2016		25

Funding Source: Utility License Fee

Prior Year Costs	2013 Actual	2014 Funding	2015 Funding	2016 Funding
0	0	0	7,500,000	0

2017 Funding	2018 Funding	2019 Funding	Future Needs	Total Project Cost
0	0	0	0	7,500,000

City and County of Broomfield
2015 Capital Improvement Projects

Water - Purchases and Reservoirs Projects

Project Name: **Windy Gap - Storage Reservoir Design and Construction** **Project #:** **00Z0267**

Total Project Cost: **$86,994,415**

Project Description:

Environmental permitting and design of a 90,000 acre-feet reservoir. (Chimney Hollow Reservoir)

Background and Justification:

Broomfield is jointly participating in a project with shareholders to construct a reservoir that will provide firm yield for the Windy Gap supplies.

Problem to be Solved and/or Benefit to Citizens:

The supplies associated with this project are needed to support Broomfield at ultimate development.

Alternatives/Consequences if not Funded:

No alternatives were reviewed.

Project Association:

N/A

Operating Budget Impact:

This project does not affect operating or maintenance budgets.



Acres of Park		**Miles of roadway**	
L.F. of sidewalk		**SF of roadway**	
L.F. of trail		**# of FTE**	
SF of bldg.		**Other**	
		Other	

Timeline:

It is proposed that design and permitting be funded in 2014 and construction be funded in 2018.

Estimated Project Time Table			
Steps to be completed	**Start Date**	**Completion Date**	**% of Project**
Design and permitting	2014		40
Once design is completed a schedule will be determined.			

Funding Source: Utility License Fee

Prior Year Costs	2013 Actual	2014 Funding	2015 Funding	2016 Funding
3,806,435	0	5,221,012	3,096,968	0
2017 Funding	**2018 Funding**	**2019 Funding**	**Future Needs**	**Total Project Cost**
0	74,870,000	0	0	86,994,415

City and County of Broomfield
2015 Capital Improvement Projects

Water - Acquisition, Treatment, and Storage Projects

Project Name: **Emergency Water System Interconnects - Citywide** **Project #:** 06Z0057

Total Project Cost: $200,000

Project Description:

This project allows for water system interconnects with Westminster and Superior to be used during emergency situations.

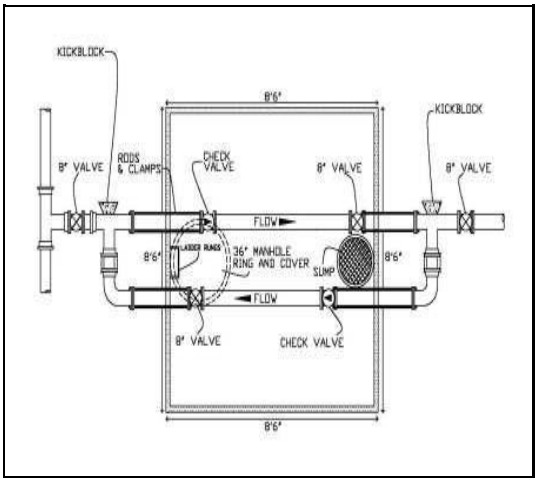
Background and Justification:

Problem to be Solved and/or Benefit to Citizens:

This provides redundancy of the water system and would allow water to flow to or from adjacent jurisdictions in case of an emergency or catastrophic situation.

Alternatives/Consequences if not Funded:

Defer the project.



Project Association:

N/A

Operating Budget Impact:

This project does not affect operating or maintenance costs.

Acres of Park		**Miles of roadway**	
L.F. of sidewalk		**SF of roadway**	
L.F. of trail		**# of FTE**	
SF of bldg.		**Other**	
		Other	

Timeline:

This project is funded in 2015.

Estimated Project Time Table			
Steps to be completed	**Start Date**	**Completion Date**	**% of Project**
Participation in a multi-jurisdictional project	2015		100

Funding Source: Utility License Fee

Prior Year Costs	2013 Actual	2014 Funding	2015 Funding	2016 Funding
0	0	0	200,000	0
2017 Funding	**2018 Funding**	**2019 Funding**	**Future Needs**	**Total Project Cost**
0	0	0	0	200,000

City and County of Broomfield
2015 Capital Improvement Projects

Water - Acquisition, Treatment, and Storage Projects

Project Name: **Highway 7 and Huron Area - Water Line Extensions & Tank** **Project #:** 02Z0291

Total Project Cost: $18,229,726

Project Description:

This project will extend water service to the northeast area of Broomfield to serve potential new development demands.

Background and Justification:

This project provides essential infrastructure to support development in northeastern Broomfield.

Problem to be Solved and/or Benefit to Citizens:

The project works towards Broomfield's economic development vision.

Alternatives/Consequences if not Funded:

Water line extension options and alternatives, including size and location, will be considered during the master planning and design phases.



Project Association:

N/A

Operating Budget Impact:

Expansion of infrastructure will increase operating and maintenance costs.

Acres of Park		**Miles of roadway**	
L.F. of sidewalk		**SF of roadway**	
L.F. of trail		**# of FTE**	
SF of bldg.		**Other**	
		Other	

Timeline:

Funding for this project is currently phased through 2019.

Estimated Project Time Table			
Steps to be completed	**Start Date**	**Completion Date**	**% of Project**
Design and development of construction plans	ongoing		40
Project bid, award and construction	ongoing		60

Funding Source: Utility License Fee

Prior Year Costs	2013 Actual	2014 Funding	2015 Funding	2016 Funding
1,295,441	270,895	163,390	1,500,000	1,500,000
2017 Funding	**2018 Funding**	**2019 Funding**	**Future Needs**	**Total Project Cost**
1,500,000	2,000,000	10,000,000	0	18,229,726

City and County of Broomfield
2015 Capital Improvement Projects

Water - Transmission Lines and Facilities Projects

Project Name: **Water Treatment Facility - Expansion** **Project #:** 98Z0228

Total Project Cost: $25,524,213

Project Description:

This funding is for the design to increase the capacity of the Water Treatment Plant to 24 million gallons daily.

Background and Justification:

This expansion is needed to support additional water tap sales in the northeast area.

Problem to be Solved and/or Benefit to Citizens:

The additional capacity is necessary to support the new development.

Alternatives/Consequences if not Funded:

Process alternatives will be reviewed during design.

Project Association:

N/A

Operating Budget Impact:

This project will increase operating costs once completed.



Acres of Park		**Miles of roadway**	
L.F. of sidewalk		**SF of roadway**	
L.F. of trail		**# of FTE**	
SF of bldg.		**Other**	
		Other	

Timeline:

It is proposed that this project be funded for design in 2014 and constructed in phases in 2015 and 2024.

Estimated Project Time Table			
Steps to be completed	**Start Date**	**Completion Date**	**% of Project**
Design and development of construction plans	2014		40
Bid project and award construction agreement	2015		30
Construct project	2015		30

Funding Source: Utility License Fee

Prior Year Costs	2013 Actual	2014 Funding	2015 Funding	2016 Funding
174,713	0	1,552,000	8,797,500	0
2017 Funding	**2018 Funding**	**2019 Funding**	**Future Needs**	**Total Project Cost**
0	0	0	15,000,000	25,524,213

City and County of Broomfield
2015 Capital Improvement Projects

Utilities Planning, Administration & Other Projects

Project Name: **Water Fund - Master Plan Updates/Hydraulic Model** **Project #:** 06Z0003

Total Project Cost: $303,687

Project Description:

This project created a guide for planning water service for new areas of Broomfield.

Background and Justification:

Completing the master plan will allow Broomfield to plan for the most efficient and effective water system to serve future development.

Problem to be Solved and/or Benefit to Citizens:

N/A

Alternatives/Consequences if not Funded:

The master planning process will evaluate several alternatives.

Project Association:

N/A

Operating Budget Impact:

This project does not affect operating or maintenance costs.



Acres of Park		**Miles of roadway**	
L.F. of sidewalk		**SF of roadway**	
L.F. of trail		**# of FTE**	
SF of bldg.		**Other**	
		Other	

Timeline:

This project was funded in 2014.

Estimated Project Time Table			
Steps to be completed	**Start Date**	**Completion Date**	**% of Project**
Issue RFP	2014		25
Award agreement and complete Master Plan	2014		75

Funding Source: Utility License Fee

Prior Year Costs	2013 Actual	2014 Funding	2015 Funding	2016 Funding
127,844	42,841	83,002	25,000	25,000
2017 Funding	**2018 Funding**	**2019 Funding**	**Future Needs**	**Total Project Cost**
0	0	0	0	303,687

City and County of Broomfield
2015 Capital Improvement Projects

Sewer - Collection System- Lines and Facilities Projects

Project Name: **City Park Channel - Lowell to Big Dry Creek (Broomfield Match)** **Project #: 15J0044**

Total Project Cost: $300,000

Project Description:

This project is a continuation of a joint project between the Urban Drainage and Flood Control District (UDFCD), the City of Westminster and Broomfield to construct City Park Channel drainage improvements. Broomfield's match is approximately 25% of the total project cost. UDFCD is showing funding in both 2015 and 2016 for the project. Broomfield's match would be $150,000 in 2015 and an additional $150,000 in 2016.

Background and Justification:

Broomfield and Westminster have an intergovernmental agreement that identifies drainage improvements along our city limits for the City Park Drainageway. The first phase of channel improvements, along the south side of 120th Avenue from Bradburn to just past Lowell Boulevard, were completed in 2008. The first phase was expedited in order to get a large culvert installed under Lowell Boulevard south of 120th Avenue. This second phase will complete the channel improvements to Big Dry Creek.

Problem to be Solved and/or Benefit to Citizens:

The project will eliminate the existing diversion of stormwater north of West 120th Avenue into the Nissen Channel by keeping it on the south side of West 120th Avenue. This will reduce the City Park floodplain in Broomfield and will allow more development north of 120th Avenue west of Lowell Boulevard.

Broomfield and Westminster have agreed by IGA to share the cost to complete this project. We have also agreed to request and use UDFCD funds for half of the project costs. UDFCD has budgeted $300,000 in 2015 for their portion of design. Broomfield would need to match these funds with a $150,000 contribution in 2015, and then a follow up contribution of $150,000 in 2016 for construction.

Alternatives/Consequences if not Funded:

Development in Broomfield north of 120th Avenue, south of the Nissen Channel Drainageway would have to accommodate more stormwater flows if the City Park channel improvements are not made.



Project Association:

This is a continuation of a project that was completed in 2008. A recent IGA with Westminster reaffirmed the need and cost sharing for this project.

Operating Budget Impact:

None, the channel segment would be in the City of Westminster and would be eligible for UDFCD maintenance.

Acres of Park		**Miles of roadway**	
L.F. of sidewalk		**SF of roadway**	
L.F. of trail		**# of FTE**	
SF of bldg.		**Other**	
		Other	

Timeline:

It is proposed that this project be funded in 2015 and 2016.

City and County of Broomfield
2015 Capital Improvement Projects

Sewer - Collection System- Lines and Facilities Projects

Estimated Project Time Table			
Steps to be completed	Start Date	Completion Date	% of Project
Funding match only	2015	2016	100

Funding Source: Utility License Fee

Prior Year Costs	2013 Actual	2014 Funding	2015 Funding	2016 Funding
0	0	0	300,000	0

2017 Funding	2018 Funding	2019 Funding	Future Needs	Total Project Cost
0	0	0	0	300,000

City and County of Broomfield
2015 Capital Improvement Projects

Sewer - Collection System- Lines and Facilities Projects

Project Name: **City Park Channel - Overflow Connection** **Project #:** **15H0026**

Total Project Cost: **$990,000**

Project Description:

This project could possibly be completed with reimbursement of drainage improvements constructed by a developer designed to convey City Park Channel Overflow to the Nissen Reservoir Channel. Funds would be available to offset a portion of the developer's cost, while the timing design alternatives and construction of improvements would remain in the developer's control.

Background and Justification:

The City Park Channel Overflow consists of approximately 770 cubic feet per second (cfs) which flow along the north side of West 120th Avenue rather than being conveyed to the main City Park Channel on the south. The West 120th Avenue Sub-Area plan suggests a possible route to connect the City Park Channel Overflow to Nissen Reservoir Channel by conveying flow in a box between the southeast corners of Broomfield Corners to the open channel running north/south along the eastern side of Walmart.

Problem to be Solved and/or Benefit to Citizens:

Currently the City Park Channel Overflow is conveyed via sheet flow with a merging of the floodplains for the Nissen Reservoir Channel and City Park Channel Overflow. This results in numerous floodplain properties along the West 120th Avenue corridor, and impacts development opportunities.

The completed improvements would contain and direct the floodwaters to the Nissen Channel and reduce or eliminate flooding of 120th Avenue and the adjacent properties. This will increase public safety and increase developable acres in the 120th Avenue Corridor.

Alternatives/Consequences if not Funded:

Properties along the West 120th Avenue corridor will remain in the floodplain until developer driven improvements resolve the conveyance capacity challenges.



Project Association:

Other Nissen Reservoir Channel and associated trail improvement projects could be undertaken together. Future projects will benefit from this connection being in place.

Operating Budget Impact:

N/A

Acres of Park		**Miles of roadway**	
L.F. of sidewalk		**SF of roadway**	
L.F. of trail		**# of FTE**	
SF of bldg.		**Other**	
		Other	

Timeline:

It is proposed that this project be funded in 2015.

Estimated Project Time Table			
Steps to be completed	**Start Date**	**Completion Date**	**% of Project**
Start date TBD			

City and County of Broomfield
2015 Capital Improvement Projects

Sewer - Collection System- Lines and Facilities Projects

Funding Source: Utility License Fee

Prior Year Costs	2013 Actual	2014 Funding	2015 Funding	2016 Funding
0	0	0	990,000	0

2017 Funding	2018 Funding	2019 Funding	Future Needs	Total Project Cost
0	0	0	0	990,000

City and County of Broomfield
2015 Capital Improvement Projects

Sewer - Collection System- Lines and Facilities Projects

Project Name: **South Preble Creek Lift Station or Gravity Sewer** **Project #: 15G0009**

Total Project Cost: $3,000,000

Project Description:

Design and construct the South Preble Creek Lift Station and force main as shown on the North Park Utility Plan, or if feasible design and construct gravity mains to serve the sewer basin. This lift station, or alternative, is Broomfield's responsibility per the development agreement.

Background and Justification:

Per the development agreement for North Park, Broomfield is obligated to construct all gravity sewer lines greater than 18 inches in diameter as well as two lift stations and associated force mains within the North Park development. Preliminary design planning by an engineering firm retained by Broomfield indicates it may be feasible to construct gravity sewer lines in place of the lift stations and force mains. Broomfield would be responsible for the cost of the gravity lines in the South Preble Creek basin regardless of diameter.

Problem to be Solved and/or Benefit to Citizens:

This project will provide sewer service to the South Preble Creek basin within North Park.

Alternatives/Consequences if not Funded:

Will not be able to provide sewer service to a portion of the North Park development area.

Project Association:

Construction could be coordinated with the North Park Gravity Sewer Lines and/or Sac Creek Lift Station.

Operating Budget Impact:



Acres of Park		**Miles of roadway**	
L.F. of sidewalk		**SF of roadway**	
L.F. of trail		**# of FTE**	
SF of bldg.		**Other**	New lift station
		Other	

Timeline:

It is proposed that this project be funded in 2015.

Estimated Project Time Table			
Steps to be completed	**Start Date**	**Completion Date**	**% of Project**
Retain engineering firm and council approval	2015		30
Design and permitting	2015		25
Construction	2015		45

Funding Source: Utility License Fee

Prior Year Costs	2013 Actual	2014 Funding	2015 Funding	2016 Funding
0	0	0	3,000,000	0
2017 Funding	**2018 Funding**	**2019 Funding**	**Future Needs**	**Total Project Cost**
0	0	0	0	3,000,000

City and County of Broomfield
2015 Capital Improvement Projects

Sewer - Collection System- Lines and Facilities Projects

Project Name: **Zang Street to Flatiron Boulevard (MidCities) - Sanitary Sewer Construction** **Project #: 15J0029**

Total Project Cost: $132,800

Project Description:

The project would extend a new eight-inch sanitary sewer line approximately 130 linear feet to connect two existing sanitary sewer lines in Zang Street and Flatiron Boulevard. This would reroute sanitary sewer flows to increase the overall capacity of the sewer system and support development of vacant parcels in the MidCities development. Flow studies were completed in 2012, and engineering design was completed in 2014.

Background and Justification:

Using Broomfield's design peaking factors (factors of safety), sanitary sewer flow projection models indicate the capacity of the sanitary sewer line east of the Walmart development (Lot 2, Filing 15) is undersized to accommodate all future projected development serviced by this line. The project will connect an eight-inch diameter line to an existing sanitary sewer line in Flatiron Boulevard to re-route flows and increase the overall capacity. No wastewater spills have been observed in the area; however, it is recommended that the capacity of the system be increased at this critical location before additional development connects to the system.

Problem to be Solved and/or Benefit to Citizens:

This project would allow additional development to occur in the MidCities Subdivision to support economic development.

Alternatives/Consequences if not Funded:

If the project is not funded, future development would be limited to the current capacity of the MidCities sanitary sewer system or would require a developer to construct the sewer line connection.



Project Association:

None

Operating Budget Impact:

If approved, the new sanitary sewer line would be completed by fall 2015 and would be maintained by the Public Works – Utilities Division as part of the annual maintenance program.

Acres of Park		**Miles of roadway**	
L.F. of sidewalk		**SF of roadway**	
L.F. of trail		**# of FTE**	
SF of bldg.		**Other**	
		Other	

Timeline:

It is proposed that this project be funded in 2015.

Estimated Project Time Table			
Steps to be completed	**Start Date**	**Completion Date**	**% of Project**
Bid project and award agreement	2015		20
Construct project	2015		80

City and County of Broomfield
2015 Capital Improvement Projects

Sewer - Collection System- Lines and Facilities Projects

Funding Source: Utility License Fee

Prior Year Costs	2013 Actual	2014 Funding	2015 Funding	2016 Funding
0	0	0	132,800	0

2017 Funding	2018 Funding	2019 Funding	Future Needs	Total Project Cost
0	0	0	0	132,800

City and County of Broomfield
2015 Capital Improvement Projects

Sewer - Treatment Facilities Projects

Project Name: **Wastewater Treatment Facility - Administration Building Expansion**

Project #: **15J0021**

Total Project Cost: **$1,500,000**

Project Description:

Wastewater Division Administration Building Expansion and Laboratory Remodel: This project will consist of remodeling the existing laboratory located at the Wastewater Reclamation Facility and expand the existing Administration Building by approximately 3,500 square feet. The planned addition includes 2,000 square feet of laboratory space and 1,500 square feet of office space, sample receiving and restroom space added to the north of the existing Administration Building. The remodel consists of replacing fume hoods, acid resistant counter tops and cabinets.

Background and Justification:

The Wastewater Reclamation Administration Building was designed for WRF Administration, the Industrial Pretreatment Program and the Wastewater Laboratory. Since 1985, increased regulatory oversight has increased with the addition of the Stormwater Management Program and new laboratory analytical requirements for cyanide, oil and grease, metals, metals digestion, phenols, nutrients, and ammonia distillations. These additional regulatory testing requirements necessitated an increase in equipment and staffing without an increase in laboratory square footage.

This project includes remodeling the exiting laboratory space with new fume hoods, cabinets, counter tops and sinks plus adding 2,000 square foot of laboratory space to the north side of the exiting WRF Administrative Building to meet the regulatory requirements that have been added since 1985. The expansion would also include 1,500 square feet for additional office space, sample receiving and restrooms/locker area.

Problem to be Solved and/or Benefit to Citizens:

The regulatory requirements have resulted in the addition of equipment for cyanide, oil and grease, metals digestion, phenols, nutrients, and ammonia distillations. In addition, staffing has increased from 1986 staffing levels of 2 full-time and 2 part-time (1-32 hours and 1-20 hours per week) to 4 full-time and 1 part-time (32 hours per week) employee. Two workstations were also added for the employees.

Alternatives/Consequences if not Funded:

Alternatives are to use contract laboratory services at a higher cost, with longer turnaround time of typically 3 to 6 week for time sensitive results.



Project Association:

Not currently associated with any other proposed CIP project, however, it could be combined with the Wastewater Treatment Facility Process Covers and Equipment Replacements.

Operating Budget Impact:

No additional FTEs are projected as a result of the remodel or expansion;
Building Maintenance-Operations to include Water, Sewer, HVAC, cleaning, etc. - $28,000 per year.

Acres of Park		**Miles of roadway**	
L.F. of sidewalk		**SF of roadway**	
L.F. of trail		**# of FTE**	
SF of bldg.	3,500	**Other**	
Timeline:		**Other**	

It is proposed that this project be funded for design in 2015 and construction in 2016.

City and County of Broomfield
2015 Capital Improvement Projects

Sewer - Treatment Facilities Projects

Estimated Project Time Table			
Steps to be completed	**Start Date**	**Completion Date**	**% of Project**
Engineering selection and design award	2015		20
Design and project bidding	2016		20
Construction award and construction startup	2017		40
Start up	2017		20

Funding Source: Utility License Fee

Prior Year Costs	2013 Actual	2014 Funding	2015 Funding	2016 Funding
0	0	0	150,000	1,350,000

2017 Funding	2018 Funding	2019 Funding	Future Needs	Total Project Cost
0	0	0	0	1,500,000

City and County of Broomfield
2015 Capital Improvement Projects

Reuse Water - Acquisitions and Storage Projects

Project Name: **Heit Pit - Well Field**

Project #: **10C0085**

Total Project Cost: **$1,826,164**

Project Description:

This project includes the construction of a well field to pump water from the South Platte River for storage in Heit and Koenig Pits.

Background and Justification:

Problem to be Solved and/or Benefit to Citizens:

The improvements are necessary to convert Heit Pit into an operational storage facility and support the full potential of the non-potable water system.

Alternatives/Consequences if not Funded:

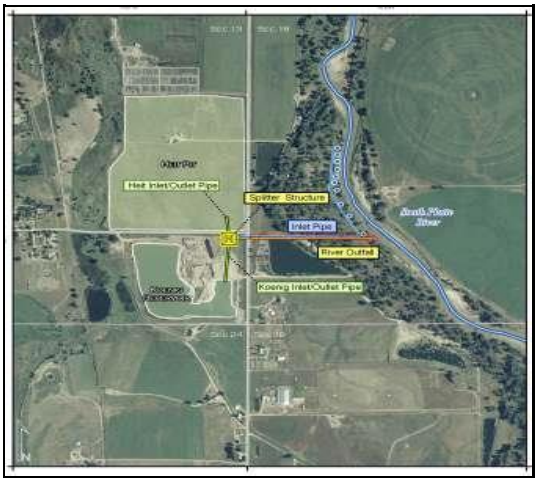
No alternatives were reviewed for this project.

Project Association:

N/A

Operating Budget Impact:

Annual maintenance costs will be approximately $20,000 per year.



Acres of Park		**Miles of roadway**	
L.F. of sidewalk		**SF of roadway**	
L.F. of trail		**# of FTE**	
SF of bldg.		**Other**	
		Other	

Timeline:

Design is proposed to be funded in 2015 and construction in 2016.

Estimated Project Time Table			
Steps to be completed	**Start Date**	**Completion Date**	**% of Project**
Design and development of construction plans	2014		30
Bid project and award construction agreement	2015		30
Construct project	2015		40

Funding Source: Utility License Fee

Prior Year Costs	2013 Actual	2014 Funding	2015 Funding	2016 Funding
67,751	101,900	0	506,513	1,150,000
2017 Funding	**2018 Funding**	**2019 Funding**	**Future Needs**	**Total Project Cost**
0	0	0	0	1,826,164

City and County of Broomfield
2015 Capital Improvement Projects

Planning, Administration and Other Projects

Project Name: **Comprehensive and Transportation Master Plan Updates** **Project #:** **15J0040**

Total Project Cost: **$255,000**

Project Description:

This request will provide funding for consultant assistance in the preparation of the Comprehensive Plan and the Transportation Master Plan updates.

Background and Justification:

The Comprehensive Plan is a master planning document that provides a framework for making land use and other community related decisions. It is envisioned that the elements of the existing plan will be updated, and new elements added if needed, to ensure a comprehensive approach in planning for Broomfield's future. The project will include reviewing and updating the various chapters that make up the Comprehensive Plan. These chapters include Growth, Population and Land Use, Transportation, Open Space, Parks, Recreation and Trails, Economic Development, Finance, Community Services, Housing and Utilities. The Transportation Master Plan supports the Transportation chapter of the Comprehensive Plan by providing a more detailed analysis of transportation needs (vehicular, transit, bicycle/pedestrian) based on recent growth, land use policies and projected growth in new areas.

Problem to be Solved and/or Benefit to Citizens:

The Comprehensive Plan update is a 2014 City Council priority. The identified objective by the City Council for 2014 is to establish a process and initiate actions for the Comprehensive Plan update to be completed in 2015. The Transportation Plan is a key chapter within the Comprehensive Plan that is in need of updating. The last Transportation Master Plan was prepared in 2005 in concert with the 2005 Comprehensive Plan update.

Alternatives/Consequences if not Funded:

Failure to budget for the Comprehensive Plan update will not allow the City Council to achieve identified priorities they have established.



Project Association:

This funding request is combining two plan updates (the Comprehensive Plan and Transportation Master Plan updates.)

Operating Budget Impact:

None

Acres of Park		**Miles of roadway**	
L.F. of sidewalk		**SF of roadway**	
L.F. of trail		**# of FTE**	
SF of bldg.		**Other**	
		Other	

Timeline:

It is proposed that this project be funded in 2015.

Estimated Project Time Table			
Steps to be completed	**Start Date**	**Completion Date**	**% of Project**
Issue RFP	2015		20
Select consultant and complete Master Plan Updates	2015		80

City and County of Broomfield
2015 Capital Improvement Projects

Planning, Administration and Other Projects

Funding Source: Sales and Use Tax Fund

Prior Year Costs	2013 Actual	2014 Funding	2015 Funding	2016 Funding
0	0	0	255,000	0

2017 Funding	2018 Funding	2019 Funding	Future Needs	Total Project Cost
0	0	0	0	255,000

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2015 ANNUAL BUDGET

BROOMFIELD URBAN RENEWAL AUTHORITY

BROOMFIELD URBAN RENEWAL AUTHORITY

Randy Ahrens - Chairperson

Wayne Anderson

Martha Derda

Liz Law-Evans

Kevin Jacobs

Dennis Harward

Todd Schumacher

Mike Shelton

Greg Stokes

Sam Taylor

Sharon Tessier

Charles Ozaki – Executive Director

Kevin Standbridge – Assistant Executive Director

CITY AND COUNTY MANAGER
One DesCombes Drive • Broomfield, CO 80020 • 303.438.6300 • www.broomfield.org

BUDGET MESSAGE

TO: Mayor and City Council

FROM: Charles Ozaki, City and County Manager

SUBJECT: 2015 Proposed Budget for the Broomfield Urban Renewal Authority

DATE: January 1, 2015

The Broomfield Urban Renewal Authority (BURA) was organized to finance various improvement projects within the Authority's boundaries. Incremental tax revenues, including sales, use, and property, are the primary funding sources for BURA. In August 2013 the Authority realigned the urban renewal boundaries and added new areas. These changes are effective with this budget.

BURA also makes payments to the City and County of Broomfield to cover administration costs and professional services related to the development of urban renewal areas. In the 2015 budget, these administrative and professional services expenditures are projected to be $1,569,680. Other specific project areas that are addressed in the 2015 budget are outlined below.

AMENDED WEST 120TH AVENUE GATEWAY CORRIDOR

This new URA includes areas of the previous West 120th Gateway Corridor URA, specifically Barbers/Walmart and Broomfield Town Center. Additionally, it includes the area along the north side of W 120th Avenue between Broomfield Town Center and the Safeway shopping center. The SW corner of Main Street and W 120th Avenue is also included.

The parcel of land previously identified as the Barber property was acquired for re-development by Walmart in 2009. Walmart broke ground on that parcel for a retail superstore in July 2009 and opened the store in May 2010.

An agreement with Walmart and the Barber family commits BURA to share in the sales tax revenues from that retail store to fund relocation costs of the Barber family's business and installation of public infrastructure built by the developer. Additionally, the land adjacent to the Walmart site is being developed by another development group for retail and commercial uses. Several establishments have opened for business since 2008. The 2014 Budget included capital projects for drainage and other improvements along 120th Avenue which will continue into 2015. Total costs for the improvement projects in the 2015 budget equal $125,000. Amounts committed by BURA through the sales tax sharing agreement in the 2015 budget are estimated at $698,876.

Until funds are needed within the project to fund additional improvements identified in the long-range development plan, available balances in the West 120th Avenue Gateway Corridor project fund are being used for short term advances to other urban renewal areas to finance their early development periods when revenues are growing. These advances are non-interest bearing and will

be repaid as the development in the borrowing area generates sufficient revenues. In 2015, these advances are projected to be $2,365,606.

BROOMFIELD PLAZA/CIVIC CENTER

This area includes the Broomfield Plaza Shopping Center (the shopping area at W120th & Sheridan) and the area between Main Street on the West, Ash Street on the East, E 1st Avenue on the South and the City and County of Broomfield buildings on the North. The Civic Center Vision is being developed for this area.

BROOMFIELD SHOPPING CENTER

This retail center has been supported through BURA budgets in prior years, and a residual balance of $313,355 is still carried as an allocation of resources for improvements to this area. This URA was incorporated into the US 36 West Corridor URA and the remaining balance was transfer to that URA.

LOWELL GATEWAY

This area is between Lowell Blvd on the East, Tennyson Way on the West, W 121st Place on the North and W 120th Avenue on the South. Projects for this area, previously part of the W 120th Avenue Gateway Corridor URA, have not been identified at this time.

NORTH PARK PROJECT

In October of 2009, the council approved the North Park Urban Renewal Plan for property located south of State Highway 7, west of I-25, and north of the Northwest Parkway. This area is being developed by McWhinney CCOB Land Investments LLC. The project's objectives include provisions for 17.2 million square feet of mixed use commercial development, an applied research and science park, up to 6,205 residential units, and the development of a 145 acre open land system including parks, public plazas and squares, and a 41 acre athletic practice field facility.

BURA participates in revenue sharing agreements with the Metro Districts for that area and with the North Metro Fire and Rescue District. It is anticipated that a revenue sharing agreement will also be entered into with Adams County School District #12 in the future. These agreements assist the districts in fulfilling their obligations to provide facilities and services in this area. In the 2015 budget, $448 is included for these revenue sharing obligations.

NORTH PARK WEST PROJECT

In April of 2004, the City Council approved the North Park West Urban Renewal Plan for the area north of State Highway 7 and west of I-25. This area is currently in the early stages of development. The Plan's objectives include implementation of the Master Plan and the I-25 Sub-Area Plan, creation of a gateway image, elimination and prevention of blight, promotion of economic growth, and upgrading public infrastructure in the area. In October 2008, Children's Hospital opened an Ambulatory Surgery Center and Clinic in the project area. BURA funds were used to pay for sewer and water license fees for the Children's Hospital facility. Construction on the National Archives and Record Administration facility was completed in 2012. In 2013 a residential development of 161 single family homes was approved.

BURA is participating in property tax sharing agreements with the North Park West Metro District and the North Metro Fire and Rescue District. These agreements ensure that both districts can fulfill

their obligations to provide facilities and services in this area. The 2015 expenditure budget for this urban renewal area is limited to these property tax sharing obligations in the amount of $505,460 and advances to other urban renewal areas to meet development obligations until development in those URA' s is sufficient to cover those obligations. These advances are non-interest bearing and will be repaid as the development in the borrowing area generates sufficient revenues.

ORIGINAL BROOMFIELD

This URA is bounded by US Highway 36 on the West, Main Street on the East, W 120th Avenue on the North and the City and County of Broomfield border on the South. Projects for this are being evaluated and will be incorporated in future budgets.

US 36 WEST CORRIDOR

This URA includes the Broomfield Shopping Center URA and extends NW along US Highway 36 to and including the Broomfield Marketplace shopping area. The balance from the Broomfield Shopping Center URA was transferred to this URA and will be used for future projects when they are identified.

WADSWORTH INTERCHANGE PROJECT (1STBANK CENTER)

In June of 2005, the Wadsworth Interchange Project, located east of Wadsworth Blvd and south of U.S. 36, was created to facilitate the Arista transit oriented development project. Included was the issuance of $61 million in bonds and notes to finance construction of the 1STBANK Center. Revenue sources for this taxing area include property tax incremental revenue and a portion of the sales taxes generated from retail operations within the planned Arista development. The bond issue included capitalized interest to make debt service payments through June 2009. Development in Arista has not progressed as planned. Transfers from the Debt Service Reserve and advances from other urban renewal areas (West 120th Ave Gateway, West Midway Extension and North Park West) are necessary in the short term to fund current debt service. Projected advances from the other areas included in the 2015 budget total $3,754,806. Debt service payments included in the 2015 budget equal $5,629,124.

The event center operator, Peak Entertainment, continues to show success as they enter the fourth year of their contract with BURA. Since 2010, BURA has funded capital improvements for the event center and adjacent parking lots. Additionally, BURA annually advances approximately $342,000 to the Arista Metro District representing parking revenues from events at the center that are pledged to support the Arista Metro District's bond debt service associated with the parking garage adjacent to the center. Peak Entertainment reimburses BURA for the parking advance annually, in October of the following year. BURA is participating in property tax sharing agreements for this URA with the Arista Metro District and the North Metro Fire and Rescue District. These agreements ensure that both districts fulfill their obligations to provide facilities and services in this area. In the 2015 budget, payments under the tax sharing agreements are projected to be $1,366,575.

WEST MIDWAY EXTENSION (HUNTER DOUGLAS PROJECT)

This urban renewal area reached its termination date in 2013 and consequently revenue allocation ceased. When the advances to Wadsworth Interchange Urban Renewal are repaid the planned project will proceed.

Improvements in this area, including an extension of Midway Boulevard to provide a west access to the area, were originally financed with the issuance of the Series 1988A BURA Revenue Bonds. Debt repayments on these bonds were completed in 2008. Property tax increment revenues from this taxing area supported the debt service payments as well as providing for continuing infrastructure improvements within BURA. An additional improvement planned in this taxing area is to connect Midway Boulevard to Industrial Lane at approximately Hoyt Street providing vehicular, pedestrian and bicycle connections. This portion of the project will improve the traffic options in the area, and includes a plan to cross the railroad tracks to provide additional access to the area. The design process is currently on hold as criteria for the railroad crossing is being sought from Burlington Northern Santa Fe railroad. The inclusion of the corridor in the FasTracks program has caused some uncertainty as to the ultimate trackage in the corridor and thus the bridge span necessary to cross the railroad right-of-way. It is unknown at this time when the decision on the necessary bridge span will be made.

CONCLUSION

The Broomfield Urban Renewal Authority is meeting its goal of improving the image of Broomfield's gateways and expanding diversification into a solid commercial and retail base. Going forward, the projects outlined above will continue to provide valuable assets to the Broomfield community.

Respectfully submitted,



Charles Ozaki

Executive Director

TABLE 1
BROOMFIELD URBAN RENEWAL AUTHORITY
ASSESSED VALUATION, MILL LEVIES, AND PROPERTY TAX INCREMENT REVENUES

ASSESSED VALUATION

Assessed Valuation by Urban Renewal Area (BURA)	Amended 2013	Original Budget 2014	Revised Estimate 2014	Budget 2015	Budget % Chg 14 Original 2015	Budget % Chg 14 Revised 2015
Amended West 120th Ave Gateway Corridor	$ 30,452,303	$ 33,375,985	$ 29,808,633	$ 29,808,633	-10.69%	NA
Lowell Gateway	-	-	-	200,260	100.00%	100.00%
North Park	54,917	32,282	37,079	41,849	29.64%	12.86%
North Park West	12,629,898	8,895,961	8,839,392	8,998,902	1.16%	1.80%
Original Broomfield	-	-	-	1,691,680	100.00%	100.00%
U.S.36 west Corridor	-	-	-	609,755	100.00%	100.00%
Wadsworth Interchange (Event Center)	14,048,551	17,515,437	17,828,220	19,770,940	12.88%	10.90%
West Midway Extended	17,182,996	-	-	-	NA	NA
	$ 74,368,665	$ 59,819,665	$ 56,513,324	$ 61,122,019	2.18%	8.16%

MILL LEVY

Mill Levy by Urban Renewal Area (BURA)	Amended 2013	Original Budget 2014	Revised Estimate 2014	Budget 2015	Budget % Chg 14 Original 2015	Budget % Chg 14 Revised 2015
Amended West 120th Avenue Gateway Corridor	98.114	98.114	60.340	60.340	-38.50%	0.00%
Lowell Gateway	-	-	-	109.428	100.00%	100.00%
North Park	109.292	109.292	106.853	106.860	-2.22%	0.01%
North Park West	107.841	107.841	124.007	124.007	14.99%	0.00%
Original Broomfield	-	-	-	92.149	100.00%	100.00%
U.S.36 west Corridor	-	-	-	105.195	100.00%	100.00%
Wadsworth Interchange (Event Center)	164.275	164.275	166.776	166.776	1.52%	0.00%
West Midway Extended	87.489	-	-	-	NA	NA

PROPERTY TAX INCREMENT REVENUE

Property Tax Increment Revenue by Urban Renewal Area (BURA)	Amended 2013	Original Budget 2014	Revised Estimate 2014	Budget 2015	Budget % Chg 14 Original 2015	Budget % Chg 14 Revised 2015
Amended West 120th Avenue Gateway Corridor	$ 2,987,786	$ 3,274,640	$ 1,798,657	$ 1,798,657	-45.07%	NA
Lowell Gateway	-	-	-	21,914	100.00%	100.00%
North Park	6,002	3,530	3,962	4,472	26.69%	12.87%
North Park West	1,362,016	959,350	1,096,150	1,115,930	16.32%	1.80%
U.S.36 west Corridor	-	-	-	64,143	100.00%	100.00%
Original Broomfield	-	-	-	155,887	100.00%	100.00%
Wadsworth Interchange (Event Center)	2,307,820	2,877,340	2,973,320	3,297,319	14.60%	10.90%
West Midway Extended	1,503,323	-	-	-	NA	NA
Property Tax Revenue	$ 8,166,947	$ 7,114,860	$ 5,872,089	$ 6,458,322	-9.23%	9.98%

TABLE 2
BROOMFIELD URBAN RENEWAL AUTHORITY
TOTAL BUDGET SUMMARY - ALL URBAN RENEWAL AREAS

Sources and Uses of Funds	Actual 2013	Original Budget 2014	Revised Estimate 2014	Budget 2015	Budget % Chg 14 Original 2015	Budget % Chg 14 Revised 2015
Sources of Funds						
Beginning Balance						
Amended West 120th Avenue Gateway Corridor BURA	6,469,337	3,159,147	5,633,351	1,710,494	-45.86%	-69.64%
Broomfield Plaza/Civic Center BURA	-	-	-	-	NA	NA
General BURA Services BURA	-	-	-	-	NA	NA
Lowell Gateway BURA	-	-	-	-	NA	NA
North Park BURA	9,066	13,671	13,618	57,060	317.38%	319.00%
North Park West BURA	1,534,303	2,281,097	2,289,602	1,195,489	-47.59%	-47.79%
Original Broomfield BURA	-	-	-	-	NA	NA
US 36 West Corridor BURA	313,355	313,355	313,355	313,355	NA	NA
Wadsworth Interchange BURA - Event Center	-	-	4,850	-	NA	-100.00%
West Midway Extended BURA	566,530	-	-	-	NA	NA
Total Beginning Balance	**$ 8,892,591**	**$ 5,767,270**	**$ 8,254,776**	**$ 3,276,398**	**-43.19%**	**-60.31%**
Revenues						
Amended West 120th Avenue Gateway Corridor BURA	4,120,743	4,598,737	4,206,469	3,419,340	-25.65%	-18.71%
Broomfield Plaza/Civic Center BURA	-	-	25,000	-	NA	-100.00%
General BURA Services BURA	1,868,420	2,314,140	2,336,705	1,820,205	-21.34%	-22.10%
Lowell Gateway BURA	-	-	-	21,914	100.00%	100.00%
North Park BURA	5,949	45,740	46,172	4,472	-90.22%	-90.31%
North Park West BURA	1,107,295	959,350	1,277,017	1,464,360	52.64%	14.67%
Original Broomfield BURA	-	-	-	155,887	100.00%	100.00%
US 36 West Corridor BURA	-	-	-	64,143	100.00%	100.00%
Wadsworth Interchange BURA - Event Center	12,203,060	8,149,432	7,607,312	7,630,267	-6.37%	0.30%
West Midway Extended BURA	1,676,826	-	-	-	NA	NA
Total Revenues	**20,982,293**	**16,067,399**	**15,498,675**	**14,580,588**	**-9.25%**	**-5.92%**
Total Sources of Funds						
Amended West 120th Avenue Gateway Corridor BURA	10,590,080	7,757,884	9,839,820	5,129,834	-33.88%	-47.87%
Broomfield Plaza/Civic Center BURA	-	-	25,000	-	NA	-100.00%
General BURA Services BURA	1,868,420	2,314,140	2,336,705	1,820,205	-21.34%	-22.10%
Lowell Gateway BURA	-	-	-	21,914	100.00%	100.00%
North Park BURA	15,015	59,411	59,790	61,532	3.57%	2.91%
North Park West BURA	2,641,598	3,240,447	3,566,619	2,659,849	-17.92%	-25.42%
Original Broomfield BURA	-	-	-	155,887	100.00%	100.00%
US 36 West Corridor BURA	313,355	313,355	313,355	377,498	20.47%	20.47%
Wadsworth Interchange BURA - Event Center	12,203,060	8,149,432	7,612,162	7,630,267	-6.37%	0.24%
West Midway Extended BURA	2,243,356	-	-	-	NA	NA
Total Sources of Funds	**29,874,884**	**21,834,669**	**23,753,451**	**17,856,986**	**-18.22%**	**-24.82%**
Use of Funds						
Expenditures						
Amended West 120th Avenue Gateway Corridor BURA	4,956,729	6,337,052	8,129,326	4,772,859	-24.68%	-41.29%
Broomfield Plaza/Civic Center BURA	-	-	25,000	-	NA	-100.00%
General BURA Services BURA	1,868,420	2,314,140	2,336,705	1,820,205	-21.34%	-22.10%
Lowell Gateway BURA	-	-	-	12,593	100.00%	100.00%
North Park BURA	1,397	800	2,730	3,010	276.25%	10.26%
North Park West BURA	351,996	1,803,686	2,371,130	2,634,618	46.07%	11.11%
Original Broomfield BURA	-	-	-	89,625	100.00%	100.00%
US 36 West Corridor BURA	-	-	-	336,889	100.00%	100.00%
Wadsworth Interchange BURA - Event Center	12,198,210	8,149,432	7,612,162	7,630,267	-6.37%	0.24%
West Midway Extended BURA	2,243,356	-	-	-	NA	NA
Total Use of Funds	**21,620,108**	**18,605,110**	**20,477,053**	**17,300,066**	**-7.01%**	**-15.51%**
Ending Balance						
Amended West 120th Avenue Gateway Corridor BURA	5,633,351	1,420,832	1,710,494	356,975	-74.88%	-79.13%
Broomfield Plaza/Civic Center BURA	-	-	-	-	NA	NA
General BURA Services BURA	-	-	-	-	NA	NA
Lowell Gateway BURA	-	-	-	9,321	100.00%	100.00%
North Park BURA	13,618	58,611	57,060	58,522	-0.15%	2.56%
North Park West BURA	2,289,602	1,436,761	1,195,489	25,231	-98.24%	-97.89%
Original Broomfield BURA	-	-	-	66,262	100.00%	100.00%
US 36 West Corridor BURA	313,355	313,355	313,355	40,609	-87.04%	-87.04%
Wadsworth Interchange BURA - Event Center	4,850	-	-	-	NA	NA
West Midway Extended BURA	-	-	-	-	NA	NA
Total Ending	**8,254,776**	**3,229,559**	**3,276,398**	**556,920**	**-82.76%**	**-83.00%**

TABLE 3A
BROOMFIELD URBAN RENEWAL AUTHORITY
AMENDED WEST 120TH AVENUE GATEWAY CORRIDOR URBAN RENEWAL AREA
SUMMARY
SOURCES AND USES OF FUNDS

Sources and Uses of Funds	Actual 2013	Original Budget 2014	Revised Estimate 2014	Budget 2015	Budget % Chg 14 Original 2015	Budget % Chg 14 Revised 2015
Sources of Funds						
Beginning Balance	**$ 6,469,337**	**$ 3,159,147**	**$ 5,633,351**	**$ 1,710,494**	**-45.86%**	**-69.64%**
Revenues						
Taxes						
Property Tax Increment	$ 2,954,533	$ 3,274,640	$ 1,798,657	$ 1,798,657	-45.07%	NA
Sales Tax	1,166,205	1,324,097	1,192,952	1,235,543	-6.69%	3.57%
Total Taxes	**$ 4,120,738**	**$ 4,598,737**	**$ 2,991,609**	**$ 3,034,200**	**-34.02%**	**1.42%**
Interest Earnings & Miscellaneous Revenue						
Interest	$ 5	$ -	$ -	$ -	NA	NA
Intra Fund Transfer	-	-	1,214,860	385,140	100.00%	-68.30%
Total Interest Earnings & Miscellaneous Revenue	**$ 5**	**$ -**	**$ 1,214,860**	**$ 385,140**	**100.00%**	**-68.30%**
Total Revenue	**$ 4,120,743**	**$ 4,598,737**	**$ 4,206,469**	**$ 3,419,340**	**-25.65%**	**-18.71%**
Total Sources of Funds	**$ 10,590,080**	**$ 7,757,884**	**$ 9,839,820**	**$ 5,129,834**	**-33.88%**	**-47.87%**
Uses of Funds						
Expenditures						
Advance To Wadsworth Interchange	$ 2,163,275	$ 3,052,418	$ 2,678,318	$ 2,365,606	-22.50%	-11.68%
Allocation to General BURA	1,768,086	2,314,140	2,003,954	984,008	-57.48%	-50.90%
Civic Center Vision Development - CIP projects	7,600	25,000	-	-	-100.00%	NA
Infrastructure Improvements - 120th Ave Gateway Impr.	161,413	-	1,354,136	125,000	100.00%	-90.77%
Intra Fund Transfer	-	-	1,214,860	385,140	100.00%	-68.30%
Payment to Developer (Broomfield Corner)	135,809	122,289	162,771	187,229	53.10%	15.03%
Professional Services	30,152	22,000	28,500	27,000	22.73%	-5.26%
Transfer to Reserve	690,394	801,205	686,787	698,876	-12.77%	1.76%
Total Expenditures	**$ 4,956,729**	**$ 6,337,052**	**$ 8,129,326**	**$ 4,772,859**	**-24.68%**	**-41.29%**
Total Uses of Funds	**$ 4,956,729**	**$ 6,337,052**	**$ 8,129,326**	**$ 4,772,859**	**-24.68%**	**-41.29%**
Ending Balance	**$ 5,633,351**	**$ 1,420,832**	**$ 1,710,494**	**$ 356,975**	**-74.88%**	**-79.13%**

TABLE 3B - PAGE 1
BROOMFIELD URBAN RENEWAL AUTHORITY
AMENDED WEST 120TH AVENUE GATEWAY CORRIDOR URBAN RENEWAL AREA
GENERAL
SOURCES AND USES OF FUNDS

Sources and Uses of Funds	Actual 2013	Original Budget 2014	Revised Estimate 2014	Budget 2015	Budget % Chg 14 Original 2015	Budget % Chg 14 Revised 2015
Sources of Funds						
Beginning Balance	**$ 5,817,598**	**$ 2,136,918**	**$ 4,641,605**	**$ 1,592,214**	**-25.49%**	**-65.70%**
Revenues						
Taxes						
Property Tax Increment	$ 2,954,533	$ 3,274,640	$ 1,798,657	$ 1,798,657	-45.07%	NA
Total Taxes	**$ 2,954,533**	**$ 3,274,640**	**$ 1,798,657**	**$ 1,798,657**	**-45.07%**	**NA**
Interest Earnings & Miscellaneous Revenue						
Transfer from Amended West 120th	$ -	$ -	$ 1,214,860	$ 385,140	100.00%	-68.30%
Total Interest Earnings & Miscellaneous Revenue	**$ -**	**$ -**	**$ 1,214,860**	**$ 385,140**	**100.00%**	**-68.30%**
Total Revenue	**$ 2,954,533**	**$ 3,274,640**	**$ 3,013,517**	**$ 2,183,797**	**-33.31%**	**-27.53%**
Total Sources of Funds	**$ 8,772,131**	**$ 5,411,558**	**$ 7,655,122**	**$ 3,776,011**	**-30.22%**	**-50.67%**
Uses of Funds						
Expenditures						
Advance To Wadsworth Interchange	$ 2,163,275	$ 3,052,418	$ 2,678,318	$ 2,365,606	-22.50%	-11.68%
Allocation to General BURA	1,768,086	2,314,140	2,003,954	984,008	-57.48%	-50.90%
Civic Center Vision Development - CIP projects	7,600	25,000	-	-	-100.00%	NA
Infrastructure Improvements - 120th Ave Gateway Impr.	161,413	-	1,354,136	125,000	100.00%	-90.77%
Professional Services	30,152	20,000	26,500	25,000	25.00%	-5.66%
Total Expenditures	**$ 4,130,526**	**$ 5,411,558**	**$ 6,062,908**	**$ 3,499,614**	**-35.33%**	**-42.28%**
Total Uses of Funds	**$ 4,130,526**	**$ 5,411,558**	**$ 6,062,908**	**$ 3,499,614**	**-35.33%**	**-42.28%**
Ending Balance	**$ 4,641,605**	**$ -**	**$ 1,592,214**	**$ 276,397**	**100.00%**	**-82.64%**

Table 3B is continued on the next page.

TABLE 3B - PAGE 2
BROOMFIELD URBAN RENEWAL AUTHORITY
WEST 120TH AVENUE GATEWAY CORRIDOR URBAN RENEWAL AREA
ADVANCE TO WADSWORTH INTERCHANGE

Advance and Repayment of Funds	Actual 2013	Original Budget 2014	Revised Estimate 2014	Budget 2015	Budget % Chg 14 Original 2015	Budget % Chg 14 Revised 2015
Advance From Other Funds						
Beginning Balance	**$ -**	**$ -**	**$ 2,163,275**	**$ 4,841,593**	**100.00%**	**123.81%**
Additions						
Advance to Wadsworth Interchange	$ 2,163,275	$ 3,052,418	$ 2,678,318	$ 2,365,606	-22.50%	-11.68%
Total Additions	**$ 2,163,275**	**$ 3,052,418**	**$ 2,678,318**	**$ 2,365,606**	**-22.50%**	**-11.68%**
Total Advance from Other Funds	**$ 2,163,275**	**$ 3,052,418**	**$ 4,841,593**	**$ 7,207,199**	**136.11%**	**48.86%**
Repayment						
Advance to Other Funds						
Repayment from Wadsworth Interchange	$ -	$ -	$ -	$ -	NA	NA
Total Advance to Other Funds	**$ -**	**$ -**	**$ -**	**$ -**	**NA**	**NA**
Ending Balance	**$ 2,163,275**	**$ 3,052,418**	**$ 4,841,593**	**$ 7,207,199**	**136.11%**	**48.86%**

TABLE 3C - PAGE 1
BROOMFIELD URBAN RENEWAL AUTHORITY
AMENDED WEST 120TH AVENUE GATEWAY CORRIDOR URBAN RENEWAL AREA - WALMART PROJECT
SOURCES AND USES OF FUNDS

Sources and Uses of Funds	Actual 2013	Original Budget 2014	Revised Estimate 2014	Budget 2015	Budget % Chg 14 Original 2015	Budget % Chg 14 Revised 2015
Sources of Funds						
Beginning Balance	**$ 651,739**	**$ 1,022,229**	**$ 991,746**	**$ 118,280**	**-88.43%**	**-88.07%**
Revenues						
Taxes						
Sales Tax	$ 1,030,401	$ 1,201,808	$ 1,030,181	$ 1,048,314	-12.77%	1.76%
Total Taxes	**$ 1,030,401**	**$ 1,201,808**	**$ 1,030,181**	**$ 1,048,314**	**-12.77%**	**1.76%**
Interest Earnings & Miscellaneous Revenue						
Transfer from Note B Reserve	$ -	$ -	$ -	$ -	NA	NA
Total Interest Earnings & Miscellaneous Revenue	**$ -**	**$ -**	**$ -**	**$ -**	**NA**	**NA**
Total Revenue	**$ 1,030,401**	**$ 1,201,808**	**$ 1,030,181**	**$ 1,048,314**	**-12.77%**	**1.76%**
Total Sources of Funds	**$ 1,682,140**	**$ 2,224,037**	**$ 2,021,927**	**$ 1,166,594**	**-47.55%**	**-42.30%**
Uses of Funds						
Expenditures						
Transfer to Note A Reserve	$ 690,394	$ 801,205	$ 686,787	$ 698,876	-12.77%	1.76%
Transfer to Amended West 120th General	-	-	1,214,860	385,140	100.00%	-68.30%
Professional Services - Misc.	-	2,000	2,000	2,000	NA	NA
Total Expenditures	**$ 690,394**	**$ 803,205**	**$ 1,903,647**	**$ 1,086,016**	**35.21%**	**-42.95%**
Total Uses of Funds	**$ 690,394**	**$ 803,205**	**$ 1,903,647**	**$ 1,086,016**	**35.21%**	**-42.95%**
Ending Balance	**$ 991,746**	**$ 1,420,832**	**$ 118,280**	**$ 80,578**	**-94.33%**	**-31.88%**

Table 3C is continued on the next page.

TABLE 3C - PAGE 2
BROOMFIELD URBAN RENEWAL AUTHORITY
AMENDED WEST 120TH AVENUE GATEWAY CORRIDOR URBAN RENEWAL AREA
BARBER PAYMENTS
NOTE A - RESERVE

Payments to Barber Business - Summary	
Initial Amount to be Repaid	$ 4,850,000
Allocated Revenue in 2009	$ 190,351
Allocated Revenue in 2010	395,032
Allocated Revenue in 2011	435,787
Allocated Revenue in 2012	870,743
Total Allocated Revenue	$ 1,891,913
Total Payments	
Payment 2010	$ 247,060
Payment 2011	719,664
Payment 2012	719,664
Total Payments	$ 1,686,388
Balance As of 12/31/2012	$ 205,525

Sources and Uses of Funds	Actual 2013	Original Budget 2014	Revised Estimate 2014	Budget 2015	Budget % Chg 14 Original 2015	Budget % Chg 14 Revised 2015
Sources of Funds						
Beginning Balance	**$ 205,525**	**$ 230,841**	**$ 176,276**	**$ 143,399**	**-37.88%**	**-18.65%**
Additions						
Sales Tax	$ 690,394	$ 801,205	$ 686,787	$ 698,876	-12.77%	1.76%
Interest Earnings	21	-	-	-	NA	NA
Total Additions	**$ 690,415**	**$ 801,205**	**$ 686,787**	**$ 698,876**	**-12.77%**	**1.76%**
Total Sources of Funds	**$ 895,940**	**$ 1,032,046**	**$ 863,063**	**$ 842,275**	**-18.39%**	**-2.41%**
Uses of Funds						
Expenditures						
Payment of Note A	$ 719,664	$ 719,664	$ 719,664	$ 719,664	NA	NA
Total Uses of Funds	**$ 719,664**	**$ 719,664**	**$ 719,664**	**$ 719,664**	**NA**	**NA**
Ending Balance	**$ 176,276**	**$ 312,382**	**$ 143,399**	**$ 122,611**	**-60.75%**	**-14.50%**

Note A Reserve: The acquisition and disposition agreement between BURA, Wal-Mart and the Barber family to allow for redevelopment of the retail site along W. 120th Avenue provides for a $4,850,000 payment from BURA to the Barber family for relocation of their business. This obligation is evidenced by a document titled "Note A" with a maturity date of December 1, 2023. The funding source for repayment of this note is 67% of half the sales tax (3.5% portion) on sales up to $67,000,000 annually and 100% of the sales tax (3.5% portion) on sales greater than $67,000,000 annually and all of the use tax collected from the development. This will be paid, including interest at 7.95%, over the term of the note. Interest accrued on the principal from January 2008 until the Certificate of Occupancy was issued on May 17, 2010. This new principal amount, $5766,811 plus interest of 7.95%, is being amortized over the remaining term of the note with level debt payments, payable semiannually on June 1st and December 1st of each year.

Table 3C is continued on the next page.

TABLE 3C - PAGE 3
BROOMFIELD URBAN RENEWAL AUTHORITY
AMENDED WEST 120TH AVENUE GATEWAY CORRIDOR URBAN RENEWAL AREA
NOTE B - RESERVE

Payment to Walmart for Infrastructure Improvements Summary	
Initial Amount to be Repaid	$ 2,500,000
Payments in 2009	-
Payments in 2010	472,032
Payments in 2011	1,968,229
Payments in 2012	-
Balance As of 12/31/2012	$ 59,739

Sources and Uses of Funds	Actual 2013	Original Budget 2014	Revised Estimate 2014	Budget 2015	Budget % Chg 14 Original 2015	Budget % Chg 14 Revised 2015
Sources of Funds						
Beginning Balance	**$ 59,739**	**$ -**	**$ -**	**$ -**	**NA**	**NA**
Additions						
Transfer from 120th Walmart Project	-	-	-	-	NA	NA
Total Additions	**$ -**	**$ -**	**$ -**	**$ -**	**NA**	**NA**
Total Sources of Funds	**$ 59,739**	**$ -**	**$ -**	**$ -**	**NA**	**NA**
Uses of Funds						
Expenditures						
Payment to Note B	-	-	-	-	NA	NA
Transfer to 120th General	59,739	-	-	-	NA	NA
Total Uses of Funds	**$ 59,739**	**$ -**	**$ -**	**$ -**	**NA**	**NA**
Ending Balance	**$ -**	**$ -**	**$ -**	**$ -**	**NA**	**NA**

Note B Reserve: The Acquisition and Disposition Agreement between BURA, Walmart and the Barber family to allow for redevelopment of the retail site along 120th Avenue calls for a $2,500,000 reimbursement from BURA to Walmart for public infrastructure to be built at the site. This obligation is evidenced by a document titled “Note B”. This note carries an interest rate of 4.50%, interest to start accruing on the date that the developer begins construction of the public improvements. This reserve holds the allocated funds available for payment of the reimbursement that will be used to make payments for the infrastructure upon receipt of certified costs from the developer and acceptance of the public improvements.

TABLE 3D
BROOMFIELD URBAN RENEWAL AUTHORITY
AMENDED WEST 120TH AVENUE GATEWAY CORRIDOR URBAN RENEWAL AREA - BROOMFIELD CORNER PROJECT
SOURCES AND USES OF FUNDS

Sources and Uses of Funds	Actual 2013	Original Budget 2014	Revised Estimate 2014	Budget 2015	Budget % Chg 14 Original 2015	Budget % Chg 14 Revised 2015
Sources of Funds						
Beginning Balance	**$ -**	**$ -**	**$ -**	**$ -**	**NA**	**NA**
Revenues						
Taxes						
Sales Tax	$ 135,804	$ 122,289	$ 162,771	$ 187,229	53.10%	15.03%
Total Taxes	**$ 135,804**	**$ 122,289**	**$ 162,771**	**$ 187,229**	**53.10%**	**15.03%**
Interest Earnings & Miscellaneous Revenue						
Allocated Interest	$ 5	$ -	$ -	$ -	NA	NA
Total Interest Earnings & Miscellaneous Revenue	**$ 5**	**$ -**	**$ -**	**$ -**	**NA**	**100.00%**
Total Revenue	**$ 135,809**	**$ 122,289**	**$ 162,771**	**$ 187,229**	**53.10%**	**15.03%**
Total Sources of Funds	**$ 135,809**	**$ 122,289**	**$ 162,771**	**$ 187,229**	**53.10%**	**15.03%**
Uses of Funds						
Expenditures						
Payment to Developer for Infrastructure Improvements	$ 135,809	$ 122,289	$ 162,771	$ 187,229	53.10%	15.03%
Total Expenditures	**$ 135,809**	**$ 122,289**	**$ 162,771**	**$ 187,229**	**53.10%**	**15.03%**
Total Uses of Funds	**$ 135,809**	**$ 122,289**	**$ 162,771**	**$ 187,229**	**53.10%**	**15.03%**
Ending Balance	**$ -**	**$ -**	**$ -**	**$ -**	**NA**	**NA**

TABLE 4
BROOMFIELD URBAN RENEWAL AUTHORITY
BROOMFIELD PLAZA/CIVIC CENTER URBAN RENEWAL AREA
SOURCES AND USES OF FUNDS

Sources and Uses of Funds	Actual 2013	Original Budget 2014	Revised Estimate 2014	Budget 2015	Budget % Chg 14 Original 2015	Budget % Chg 14 Revised 2015
Sources of Funds						
Beginning Balance	**$ -**	**$ -**	**$ -**	**$ -**	**NA**	**NA**
Revenues						
Interest Earnings & Miscellaneous Revenues						
Allocation from General BURA	$ -	$ -	$ 25,000	$ -	NA	-100.00%
Total Interest Earnings & Miscellaneous Revenues	**$ -**	**$ -**	**$ 25,000**	**$ -**	**NA**	**-100.00%**
Total Fund Revenues	**$ -**	**$ -**	**$ 25,000**	**$ -**		
Total Revenues	**$ -**	**$ -**	**$ 25,000**	**$ -**	**NA**	**-100.00%**
Total Sources of Funds	**$ -**	**$ -**	**$ 25,000**	**$ -**	**NA**	**-100.00%**
Uses of Funds						
Expenditures						
Civic Center Vision Development - CIP Projects	-	-	25,000	-	NA	-100.00%
Total Expenditures	**$ -**	**$ -**	**$ 25,000**	**$ -**	**NA**	**-100.00%**
Total Uses of Funds	**$ -**	**$ -**	**$ 25,000**	**$ -**	**NA**	**-100.00%**
Ending Balance	**$ -**	**$ -**	**$ -**	**$ -**	**NA**	**NA**

TABLE 5
BROOMFIELD URBAN RENEWAL AUTHORITY
GENERAL BURA
SOURCES AND USES OF FUNDS

Sources and Uses of Funds	Actual 2013	Original Budget 2014	Revised Estimate 2014	Budget 2015	Budget % Chg 14 Original 2015	Budget % Chg 14 Revised 2015
Sources of Funds						
Beginning Balance	**$ -**	**$ -**	**$ -**	**$ -**	**NA**	**NA**
Revenues						
Interest Earnings & Miscellaneous Revenues						
Allocation for General BURA	$ 1,768,086	$ 2,314,140	$ 2,333,705	$ 1,817,205	-21.47%	-22.13%
Miscellaneous Revenue	95,601	-	-	-	NA	NA
Interest Earnings	4,733	-	3,000	3,000	100.00%	NA
Total Interest Earnings & Misc. Revenues	**$ 1,868,420**	**$ 2,314,140**	**$ 2,336,705**	**$ 1,820,205**	**-21.34%**	**-22.10%**
Total Revenues	**$ 1,868,420**	**$ 2,314,140**	**$ 2,336,705**	**$ 1,820,205**	**-21.34%**	**-22.10%**
Total Sources of Funds	**$ 1,868,420**	**$ 2,314,140**	**$ 2,336,705**	**$ 1,820,205**	**-21.34%**	**-22.10%**
Uses of Funds						
Expenditures						
Professional Services	$ 112,443	$ 125,000	$ 155,000	$ 155,000	24.00%	NA
Payment to City for Services Rendered	1,696,690	2,089,680	2,089,680	1,569,680	-24.88%	-24.88%
Property Tax Reimbursements	59,287	64,460	32,025	60,525	-6.10%	88.99%
Urban Renewal Projects - Other	-	35,000	60,000	35,000	NA	-41.67%
Total Expenditures	**$ 1,868,420**	**$ 2,314,140**	**$ 2,336,705**	**$ 1,820,205**	**-21.34%**	**-22.10%**
Total Uses of Funds	**$ 1,868,420**	**$ 2,314,140**	**$ 2,336,705**	**$ 1,820,205**	**-21.34%**	**-22.10%**
Ending Balance	**$ -**	**$ -**	**$ -**	**$ -**	**NA**	**NA**

TABLE 6
BROOMFIELD URBAN RENEWAL AUTHORITY
LOWELL GATEWAY URBAN RENEWAL AREA
SOURCES AND USES OF FUNDS

Sources and Uses of Funds	Actual 2013	Original Budget 2014	Revised Estimate 2014	Budget 2015	Budget % Chg 14 Original 2015	Budget % Chg 14 Revised 2015
Sources of Funds						
Beginning Balance	**$ -**	**$ -**	**$ -**	**$ -**	**NA**	**NA**
Revenues						
Taxes						
Property Tax	$ -	$ -	$ -	$ 21,914	100.00%	100.00%
Total Taxes	**$ -**	**$ -**	**$ -**	**$ 21,914**	**100.00%**	**100.00%**
Total Fund Revenues	**$ -**	**$ -**	**$ -**	**$ 21,914**		
Total Revenues	**$ -**	**$ -**	**$ -**	**$ 21,914**	**100.00%**	**100.00%**
Total Sources of Funds	**$ -**	**$ -**	**$ -**	**$ 21,914**	**100.00%**	**100.00%**
Uses of Funds						
Expenditures						
Allocation to General BURA	$ -	$ -	$ -	$ 12,593	100.00%	100.00%
Total Expenditures	**$ -**	**$ -**	**$ -**	**$ 12,593**	**100.00%**	**100.00%**
Total Uses of Funds	**$ -**	**$ -**	**$ -**	**$ 12,593**	**100.00%**	**100.00%**
Ending Balance	**$ -**	**$ -**	**$ -**	**$ 9,321**	**100.00%**	**100.00%**

TABLE 7
BROOMFIELD URBAN RENEWAL AUTHORITY
NORTH PARK URBAN RENEWAL AREA
SOURCES AND USES OF FUNDS

Sources and Uses of Funds	Actual 2013	Original Budget 2014	Revised Estimate 2014	Budget 2015	Budget % Chg 14 Original 2015	Budget % Chg 14 Revised 2015
Sources of Funds						
Beginning Balance	**$ 9,066**	**$ 13,671**	**$ 13,618**	**$ 57,060**	**317.38%**	**319.00%**
Revenues						
Taxes						
Property Tax Increment	$ 5,949	$ 3,530	$ 3,962	$ 4,472	26.69%	12.87%
Use Tax Allocation from City	-	42,210	42,210	-	-100.00%	-100.00%
Total Taxes	**$ 5,949**	**$ 45,740**	**$ 46,172**	**$ 4,472**	**-90.22%**	**-90.31%**
Total Revenues	**$ 5,949**	**$ 45,740**	**$ 46,172**	**$ 4,472**	**-90.22%**	**-90.31%**
Total Sources of Funds	**$ 15,015**	**$ 59,411**	**$ 59,790**	**$ 61,532**	**3.57%**	**2.91%**
Uses of Funds						
Expenditures						
PT Corporation Agreement	$ 1,397	$ 800	$ 396	$ 448	-44.00%	13.13%
Allocation to General BURA	-	-	2,334	2,562	100.00%	9.77%
Total Expenditures	**$ 1,397**	**$ 800**	**$ 2,730**	**$ 3,010**	**276.25%**	**10.26%**
Total Uses of Funds	**$ 1,397**	**$ 800**	**$ 2,730**	**$ 3,010**	**276.25%**	**10.26%**
Ending Balance	**$ 13,618**	**$ 58,611**	**$ 57,060**	**$ 58,522**	**-0.15%**	**2.56%**

TABLE 8A
BROOMFIELD URBAN RENEWAL AUTHORITY
NORTH PARK WEST URBAN RENEWAL AREA
SOURCES AND USES OF FUNDS

Sources and Uses of Funds	Actual 2013	Original Budget 2014	Revised Estimate 2014	Budget 2015	Budget % Chg 14 Original 2015	Budget % Chg 14 Revised 2015
Sources of Funds						
Beginning Balance	**$ 1,534,303**	**$ 2,281,097**	**$ 2,289,602**	**$ 1,195,489**	**-47.59%**	**-47.79%**
Revenues						
Taxes						
Property Tax Increment	$ 1,107,295	$ 959,350	$ 1,096,150	$ 1,115,930	16.32%	1.80%
SEF Allocation from City	-	-	124,617	203,430	100.00%	63.24%
Use Tax Allocation from City	-	-	56,250	145,000	100.00%	157.78%
Total Taxes	**$ 1,107,295**	**$ 959,350**	**$ 1,277,017**	**$ 1,464,360**	**52.64%**	**14.67%**
Total Revenues	**$ 1,107,295**	**$ 959,350**	**$ 1,277,017**	**$ 1,464,360**	**52.64%**	**14.67%**
Total Sources of Funds	**$ 2,641,598**	**$ 3,240,447**	**$ 3,566,619**	**$ 2,659,849**	**-17.92%**	**-25.42%**
Uses of Funds						
Expenditures						
Advance to Wadsworth Interchange	$ -	$ 1,389,200	$ 1,389,200	$ 1,389,200	NA	NA
Allocation to General BURA	-	-	327,417	391,528	100.00%	19.58%
Property Tax Cooperation Agreement -NMFD	132,058	105,768	120,905	109,863	3.87%	-9.13%
Property Tax Cooperation Agreement- Palisade	219,938	308,718	352,741	395,597	28.14%	12.15%
Reimburse Developer for Infrastructure Improvements	-	-	180,867	348,430	100.00%	92.64%
Total Expenditures	**$ 351,996**	**$ 1,803,686**	**$ 2,371,130**	**$ 2,634,618**	**46.07%**	**11.11%**
Total Uses of Funds	**$ 351,996**	**$ 1,803,686**	**$ 2,371,130**	**$ 2,634,618**	**46.07%**	**11.11%**
Ending Balance	**$ 2,289,602**	**$ 1,436,761**	**$ 1,195,489**	**$ 25,231**	**-98.24%**	**-97.89%**

NORTH PARK WEST URBAN RENEWAL AREA
ADVANCES TO CITY AND COUNTY OF BROOMFIELD - CHILDREN'S HOSPITAL FEES

Advance and Repayment of Funds	Actual 2013	Original Budget 2014	Revised Estimate 2014	Budget 2015	Budget % Chg 14 Original 2015	Budget % Chg 14 Revised 2015
Beginning Balance	**$ 304,144**	**$ -**	**$ -**	**$ -**	**NA**	**NA**
Advances - Additions	-	-	-	-	NA	NA
Total Advances	**$ 304,144**	**$ -**	**$ -**	**$ -**	**NA**	**NA**
Repayment						
Repayments	304,144	-	-	-	NA	NA
Total Repayments	**$ 304,144**	**$ -**	**$ -**	**$ -**	**NA**	**NA**
Ending Balance	**$ -**	**$ -**	**$ -**	**$ -**	**NA**	**NA**

TABLE 8B
BROOMFIELD URBAN RENEWAL AUTHORITY
NORTH PARK WEST URBAN RENEWAL AREA
ADVANCE TO WADSWORTH INTERCHANGE

Advance and Repayment of Funds	Actual 2013	Original Budget 2014	Revised Estimate 2014	Budget 2015	Budget % Chg 14 Original 2015	Budget % Chg 14 Revised 2015
Advance From Other Funds						
Beginning Balance	**$ -**	**$ -**	**$ -**	**$ -**	**NA**	**NA**
Additions						
Advance to Wadsworth Interchange	$ -	$ 1,389,200	$ 1,389,200	$ 1,389,200	NA	NA
Total Additions	**$ -**	**$ 1,389,200**	**$ 1,389,200**	**$ 1,389,200**	**NA**	**NA**
Total Advance from Other Funds	**$ -**	**$ 1,389,200**	**$ 1,389,200**	**$ 1,389,200**	**NA**	**NA**
Repayment						
Advance to Other Funds						
Repayment from Wadsworth Interchange	$ -	$ -	$ -	$ -	NA	NA
Total Advance to Other Funds	**$ -**	**$ 1,389,200**	**$ 1,389,200**	**$ 1,389,200**	**NA**	**NA**
Ending Balance	**$ -**	**$ -**	**$ -**	**$ -**	**NA**	**NA**

TABLE 9
BROOMFIELD URBAN RENEWAL AUTHORITY
ORIGINAL BROOMFIELD URBAN RENEWAL AREA
SOURCES AND USES OF FUNDS

Sources and Uses of Funds	Actual 2013	Original Budget 2014	Revised Estimate 2014	Budget 2015	Budget % Chg 14 Original 2015	Budget % Chg 14 Revised 2015
Sources of Funds						
Beginning Balance	**$ -**	**$ -**	**$ -**	**$ -**	**NA**	**NA**
Revenues						
Taxes						
Property Tax	$ -	$ -	$ -	$ 155,887	100.00%	100.00%
Total Taxes	**$ -**	**$ -**	**$ -**	**$ 155,887**	**100.00%**	**100.00%**
Total Fund Revenues	**$ -**	**$ -**	**$ -**	**$ 155,887**		
Total Revenues	**$ -**	**$ -**	**$ -**	**$ 155,887**	**100.00%**	**100.00%**
Total Sources of Funds	**$ -**	**$ -**	**$ -**	**$ 155,887**	**100.00%**	**100.00%**
Uses of Funds						
Expenditures						
Allocation to General BURA	$ -	$ -	$ -	$ 89,625	100.00%	100.00%
Total Expenditures	**$ -**	**$ -**	**$ -**	**$ 89,625**	**100.00%**	**100.00%**
Total Uses of Funds	**$ -**	**$ -**	**$ -**	**$ 89,625**	**100.00%**	**100.00%**
Ending Balance	**$ -**	**$ -**	**$ -**	**$ 66,262**	**100.00%**	**100.00%**

TABLE 10
BROOMFIELD URBAN RENEWAL AUTHORITY
US 36 WEST CORRIDOR URBAN RENEWAL AREA
SOURCES AND USES OF FUNDS

Sources and Uses of Funds	Actual 2013	Original Budget 2014	Revised Estimate 2014	Budget 2015	Budget % Chg 14 Original 2015	Budget % Chg 14 Revised 2015
Sources of Funds						
Beginning Balance	**$ 313,355**	**$ 313,355**	**$ 313,355**	**$ 313,355**	**NA**	**NA**
Revenues						
Taxes						
Property Tax	$ -	$ -	$ -	$ 64,143	100.00%	100.00%
Total Taxes	**$ -**	**$ -**	**$ -**	**$ 64,143**	**100.00%**	**100.00%**
Total Fund Revenues	**$ -**	**$ -**	**$ -**	**$ 64,143**		
Total Revenues	**$ -**	**$ -**	**$ -**	**$ 64,143**	**100.00%**	**100.00%**
Total Sources of Funds	**$ 313,355**	**$ 313,355**	**$ 313,355**	**$ 377,498**	**20.47%**	**20.47%**
Uses of Funds						
Expenditures						
Allocation to General BURA	-	-	-	336,889	100.00%	100.00%
Total Expenditures	**$ -**	**$ -**	**$ -**	**$ 336,889**	**100.00%**	**100.00%**
Total Uses of Funds	**$ -**	**$ -**	**$ -**	**$ 336,889**	**100.00%**	**100.00%**
Ending Balance	**$ 313,355**	**$ 313,355**	**$ 313,355**	**$ 40,609**	**-87.04%**	**-87.04%**

TABLE 11A
BROOMFIELD URBAN RENEWAL AUTHORITY
WADSWORTH INTERCHANGE URBAN RENEWAL AREA - EVENT CENTER PROJECT
SOURCES AND USES OF FUNDS

Sources and Uses of Funds	Actual 2013	Original Budget 2014	Revised Estimate 2014	Budget 2015	Budget % Chg 14 Original 2015	Budget % Chg 14 Revised 2015
Sources of Funds						
Beginning Balance	**$ -**	**$ -**	**$ 4,850**	**$ -**	**NA**	**-100.00%**
Revenues						
Taxes						
Property Tax Increment	$ 1,780,028	$ 2,877,340	$ 2,973,320	$ 3,297,319	14.60%	10.90%
Sales Tax Allocation from City	31,963	33,735	33,735	35,421	5.00%	5.00%
Total Taxes	**$ 1,811,991**	**$ 2,911,075**	**$ 3,007,055**	**$ 3,332,740**	**14.48%**	**10.83%**
Interest Earnings & Miscellaneous Revenue						
Advance from N. Park West	$ -	$ 1,389,200	$ 1,389,200	$ 1,389,200	NA	NA
Advance from West 120Th Avenue Gateway Corridor	2,163,275	3,052,418	2,678,318	2,365,606	-22.50%	-11.68%
Advance from West Midway BURA	2,243,356	-	-	-	NA	NA
Profit Sharing/Repayment of Loss	210,120	200,000	200,000	200,000	NA	NA
Repayment of Parking Advance	323,048	332,739	332,739	342,721	3.00%	3.00%
Transfer from 2005 Bond Interest Fund	5,451,270	-	-	-	NA	NA
Transfer from 2005 Bond Reserve	-	264,000	-	-	-100.00%	NA
Total Interest Earnings & Miscellaneous Revenue	**$ 10,391,069**	**$ 5,238,357**	**$ 4,600,257**	**$ 4,297,527**	**-17.96%**	**-6.58%**
Total Revenues	**$ 12,203,060**	**$ 8,149,432**	**$ 7,607,312**	**$ 7,630,267**	**-6.37%**	**0.30%**
Total Sources of Funds	**$ 12,203,060**	**$ 8,149,432**	**$ 7,612,162**	**$ 7,630,267**	**-6.37%**	**0.24%**
Uses of Funds						
Expenditures						
Advance for Parking	$ 332,093	$ 342,721	$ 342,721	$ 352,318	2.80%	2.80%
Capital Improvement Projects - Parking Lot	246,603	-	-	-	NA	NA
Capital Improvement Projects - S. Sewer Outfall Fee	28,688	-	-	-	NA	NA
Parking Lot - Light Rental Fees	-	40,000	10,000	-	-100.00%	-100.00%
Professional Services	112,739	132,250	32,250	32,250	-75.61%	NA
Property Tax Cooperation Agreement	919,040	1,585,271	1,638,299	1,366,575	-13.80%	-16.59%
Tri-Party Obligation	217,047	250,000	250,000	250,000	NA	NA
Total Expenditures	**$ 1,856,210**	**$ 2,350,242**	**$ 2,273,270**	**$ 2,001,143**	**-14.85%**	**-11.97%**
Interfund Activities						
Transfer to Debt Service Fund - Bond Payment	$ 5,451,270	$ 5,794,340	$ 5,334,042	$ 5,624,274	-2.94%	5.44%
Transfer to Debt Service Fund -Arbitrage Compliance	1,850	1,850	1,850	1,850	NA	NA
Transfer to Debt Service Fund -Bond Fees	3,000	3,000	3,000	3,000	NA	NA
Transfer to Debt Service Fund - 2005 Bond Interest	4,885,880	-	-	-	NA	NA
Total Interfund Activities	**$ 10,342,000**	**$ 5,799,190**	**$ 5,338,892**	**$ 5,629,124**	**-2.93%**	**5.44%**
Total Uses of Funds	**$ 12,198,210**	**$ 8,149,432**	**$ 7,612,162**	**$ 7,630,267**	**-6.37%**	**0.24%**
Ending Balance	**$ 4,850**	**$ -**	**$ -**	**$ -**	**NA**	**NA**

TABLE 11B
BROOMFIELD URBAN RENEWAL AUTHORITY
WADSWORTH INTERCHANGE URBAN RENEWAL AREA - EVENT CENTER PROJECT
ADVANCES FROM WEST MIDWAY BURA

Background Data (Advance from West Midway BURA)	
2009 Advance	$ 2,123,905
2010 Advance	4,080,052
2011 Advance	2,835,926
2012 Advance	4,347,495
Balance at 12/31/12	$ 13,387,378

Advance and Repayment of Funds	Actual 2013	Original Budget 2014	Revised Estimate 2014	Budget 2015	Budget % Chg 14 Original 2015	Budget % Chg 14 Revised 2015
Sources of Funds						
Beginning Balance	**$ 13,387,378**	**$ 15,457,231**	**$ 15,630,734**	**$ 15,630,734**	**1.12%**	**NA**
Additions						
Advance from West Midway BURA	$ 2,243,356	$ -	$ -	$ -	NA	NA
Total Additions	**$ 2,243,356**	**$ -**	**$ -**	**$ -**	**NA**	**NA**
Total Advance from Other Funds	**$ 15,630,734**	**$ 15,457,231**	**$ 15,630,734**	**$ 15,630,734**	**1.12%**	**NA**
Repayment						
Repayment						
Repayment to West Midway BURA	$ -	$ -	$ -	$ -	NA	NA
Total Repayment to Other Funds	**$ -**	**$ -**	**$ -**	**$ -**	**NA**	**NA**
Ending Balance	**$ 15,630,734**	**$ 15,457,231**	**$ 15,630,734**	**$ 15,630,734**	**1.12%**	**NA**

TABLE 11C
BROOMFIELD URBAN RENEWAL AUTHORITY
WADSWORTH INTERCHANGE URBAN RENEWAL AREA - EVENT CENTER PROJECT
ADVANCES FROM WEST 120TH AVENUE GATEWAY CORRIDOR

Advance and Repayment of Funds	Actual 2013	Original Budget 2014	Revised Estimate 2014	Budget 2015	Budget % Chg 14 Original 2015	Budget % Chg 14 Revised 2015
Sources of Funds						
Beginning Balance	**$ -**	**$ 2,439,721**	**$ 2,163,275**	**$ 4,841,593**	**98.45%**	**123.81%**
Additions						
Advances From West 120Th Avenue Gateway Corridor	$ 2,163,275	$ 3,052,418	$ 2,678,318	$ 2,365,606	-22.50%	-11.68%
Total Additions	**$ 2,163,275**	**$ 3,052,418**	**$ 2,678,318**	**$ 2,365,606**	**-22.50%**	**-11.68%**
Total Advance from Other Funds	**$ 2,163,275**	**$ 5,492,139**	**$ 4,841,593**	**$ 7,207,199**	**31.23%**	**48.86%**
Repayment						
Repayment						
Repayment to West 120Th Avenue Gateway Corridor	$ -	$ -	$ -	$ -	NA	NA
Total Repayment to Other Funds	**$ -**	**$ -**	**$ -**	**$ -**	**NA**	**NA**
Ending Balance	**$ 2,163,275**	**$ 5,492,139**	**$ 4,841,593**	**$ 7,207,199**	**31.23%**	**48.86%**

TABLE 11D
BROOMFIELD URBAN RENEWAL AUTHORITY
WADSWORTH INTERCHANGE URBAN RENEWAL AREA - EVENT CENTER PROJECT
ADVANCES FROM NORTH PARK WEST

Advance and Repayment of Funds	Actual 2013	Original Budget 2014	Revised Estimate 2014	Budget 2015	Budget % Chg 14 Original 2015	Budget % Chg 14 Revised 2015
Sources of Funds						
Beginning Balance	**$ -**	**$ -**	**$ -**	**$ 1,389,200**	**100.00%**	**100.00%**
Additions						
Advances From N. Park West	$ -	$ 1,389,200	$ 1,389,200	$ 1,389,200	NA	NA
Total Additions	**$ -**	**$ 1,389,200**	**$ 1,389,200**	**$ 1,389,200**	**NA**	**NA**
Total Advance from Other Funds	**$ -**	**$ 1,389,200**	**$ 1,389,200**	**$ 2,778,400**	**100.00%**	**100.00%**
Repayment						
Repayment						
Repayment to N. Park West	$ -	$ -	$ -	$ -	NA	NA
Total Repayment to Other Funds	**$ -**	**$ -**	**$ -**	**$ -**	**NA**	**NA**
Ending Balance	**$ -**	**$ 1,389,200**	**$ 1,389,200**	**$ 2,778,400**	**100.00%**	**100.00%**

TABLE 12A
BROOMFIELD URBAN RENEWAL AUTHORITY
WEST MIDWAY EXTENDED URBAN RENEWAL AREA
SOURCES AND USES OF FUNDS

Sources and Uses of Funds	Actual 2013	Original Budget 2014	Revised Estimate 2014	Budget 2015	Budget % Chg 14 Original 2015	Budget % Chg 14 Revised 2015
Sources of Funds						
Beginning Balance	**$ 566,530**	**$ -**	**$ -**	**$ -**	**NA**	**NA**
Revenues						
Taxes						
Property Tax Increment	$ 1,676,826	$ -	$ -	$ -	NA	NA
Total Taxes	**$ 1,676,826**	**$ -**	**$ -**	**$ -**	**NA**	**NA**
Interest Earnings & Miscellaneous Revenue						
Advance From Other BURA Districts						
North Park West BURA	$ -	$ -	$ -	$ -	NA	NA
W. 120th Gateway BURA - Walmart Project	-	-	-	-	NA	NA
Total Interest Earnings & Miscellaneous Revenue	**$ -**	**$ -**	**$ -**	**$ -**	**NA**	**NA**
Total Revenue	**$ 1,676,826**	**$ -**	**$ -**	**$ -**	**NA**	**NA**
Total Sources of Funds	**$ 2,243,356**	**$ -**	**$ -**	**$ -**	**NA**	**NA**
Uses of Funds						
Expenditures						
Advance To Other BURA Districts						
Wadsworth Interchange BURA - Event Center Project	$ 2,243,356	$ -	$ -	$ -	NA	NA
Allocation for General BURA	-	-	-	-	NA	NA
Total Expenditures	**$ 2,243,356**	**$ -**	**$ -**	**$ -**	**NA**	**NA**
Total Uses of Funds	**$ 2,243,356**	**$ -**	**$ -**	**$ -**	**NA**	**NA**
Ending Balance	**$ -**	**$ -**	**$ -**	**$ -**	**NA**	**NA**

TABLE 12B PAGE 1
BROOMFIELD URBAN RENEWAL AUTHORITY
WEST MIDWAY EXTENDED URBAN RENEWAL AREA
ADVANCES TO WADSWORTH INTERCHANGE BURA - EVENT CENTER PROJECT

Background Data (Advance to Event Center)	
2009 Advance	$ 2,123,905
2010 Advance	4,080,053
2011 Advance	2,835,926
2012 Advance	4,347,495
Balance at 12/31/12	$ 13,387,379

Advance and Repayment of Funds	Actual 2013	Original Budget 2014	Revised Estimate 2014	Budget 2015	Budget % Chg 14 Original 2015	Budget % Chg 14 Revised 2015
Advances to Other Funds						
Beginning Balance	**$ 13,387,379**	**$ 15,457,232**	**$ 15,630,735**	**$ 15,630,735**	**1.12%**	**NA**
Advances - Additions	$ 2,243,356	$ -	$ -	$ -	NA	NA
Total Advances	**$ 15,630,735**	**$ 15,457,232**	**$ 15,630,735**	**$ 15,630,735**	**1.12%**	**NA**
Repayments						
Repayment from Event Center Project	$ -	$ -	$ -	$ -	NA	NA
Total Repayments	**$ -**	**$ -**	**$ -**	**$ -**	**NA**	**NA**
Ending Balance	**$ 15,630,735**	**$ 15,457,232**	**$ 15,630,735**	**$ 15,630,735**	**1.12%**	**NA**

TABLE 13A PAGE 1
BROOMFIELD URBAN RENEWAL AUTHORITY
DEBT SERVICE FUND
SOURCES AND USES OF FUNDS

Sources and Uses of Funds	Actual 2013	Original Budget 2014	Revised Estimate 2014	Budget 2015	Budget % Chg 14 Original 2015	Budget % Chg 14 Revised 2015
Sources of Funds						
Beginning Balance	**$ -**	**$ -**	**$ -**	**$ -**	**NA**	**NA**
Revenues						
Interfund Activities						
Transfer from BURA	$ 5,451,270	$ 5,794,340	$ 5,932,202	$ 5,888,274	1.62%	-0.74%
Transfer from 2005 Bond Arbitrage Compliance	4,850	4,850	4,850	4,850	NA	NA
Total Interfund Activities	**$ 5,456,120**	**$ 5,799,190**	**$ 5,937,052**	**$ 5,893,124**	**1.62%**	**-0.74%**
Total Revenues	**$ 5,456,120**	**$ 5,799,190**	**$ 5,937,052**	**$ 5,893,124**	**1.62%**	**-0.74%**
Total Sources of Funds	**$ 5,456,120**	**$ 5,799,190**	**$ 5,937,052**	**$ 5,893,124**	**1.62%**	**-0.74%**
Uses of Funds						
Expenditures						
Paying Agent Fees	$ 3,000	$ 3,000	$ 3,000	$ 3,000	NA	NA
Arbitrage Compliance	1,850	1,850	1,850	1,850	NA	NA
Tax Increment Revenue Bonds 2005						
Principal	$ 1,810,000	$ 1,900,000	$ 1,900,000	$ 1,995,000	5.00%	5.00%
Interest	3,641,270	3,894,340	4,032,202	3,893,274	-0.03%	-3.45%
Total	**$ 5,451,270**	**$ 5,794,340**	**$ 5,932,202**	**$ 5,888,274**	**1.62%**	**-0.74%**
Total Expenditures	**$ 5,456,120**	**$ 5,799,190**	**$ 5,937,052**	**$ 5,893,124**	**1.62%**	**-0.74%**
Total Uses of Funds	**$ 5,456,120**	**$ 5,799,190**	**$ 5,937,052**	**$ 5,893,124**	**1.62%**	**-0.74%**
Ending Balance	**$ -**	**$ -**	**$ -**	**$ -**	**NA**	**NA**

Table 13A is continued on the next page.

TABLE 13A PAGE 2
BROOMFIELD URBAN RENEWAL AUTHORITY
DEBT SERVICE FUND
REVENUES AND EXPENDITURES

ADDITIONAL INFORMATION

2005 Bond Reserve

Sources and Uses of Funds	Actual 2013	Original Budget 2014	Revised Estimate 2014	Budget 2015	Budget % Chg 14 Original 2015	Budget % Chg 14 Revised 2015
Sources of Funds						
Beginning Balance	**$ 5,978,499**	**$ 5,978,499**	**$ 5,978,499**	**$ 5,978,499**	**NA**	**NA**
Additions						
Interest Revenue	$ 290,651	$ 264,000	$ 264,000	$ 264,000	NA	NA
Receipts from Broomfield	-	-	-	-	NA	NA
Total Additions	**$ 290,651**	**$ 264,000**	**$ 264,000**	**$ 264,000**	**NA**	**NA**
Total Sources of Funds	**6,269,150**	**6,242,499**	**6,242,499**	**6,242,499**	**NA**	**NA**
Uses of Funds						
Expenditures						
Transfer to 2005 Interest Fund	$ 290,651	$ -	$ 264,000	$ 264,000	100.00%	NA
Transfer to Wadsworth Interchange BURA - Event Center	-	264,000	-	-	-100.00%	NA
Total Uses of Funds	**$ 290,651**	**$ 264,000**	**$ 264,000**	**$ 264,000**	**NA**	**NA**
Ending Balance	**$ 5,978,499**	**$ 5,978,499**	**$ 5,978,499**	**$ 5,978,499**	**NA**	**NA**

2005 Interest Fund

Sources and Uses of Funds	Actual 2013	Original Budget 2014	Revised Estimate 2014	Budget 2015	Budget % Chg 14 Original 2015	Budget % Chg 14 Revised 2015
Sources of Funds						
Beginning Balance	**$ 606,148**	**$ 606,148**	**$ 334,160**	**$ -**	**-100.00%**	**-100.00%**
Additions						
Interest Revenue	$ 2,751	$ -	$ -	$ -	NA	NA
Receipts from Broomfield	4,885,880	-	5,334,042	5,624,274	100.00%	5.44%
Transfer from 2005 Bond Reserve	290,651	-	264,000	264,000	100.00%	NA
Total Additions	**$ 5,179,282**	**$ -**	**$ 5,598,042**	**$ 5,888,274**	**100.00%**	**5.18%**
Total Sources of Funds	**5,785,430**	**606,148**	**5,932,202**	**5,888,274**	**871.43%**	**-0.74%**
Uses of Funds						
Expenditures						
Transfer to Debt Service	$ -	$ -	$ 5,932,202	$ 5,888,274	100.00%	-0.74%
Transfer to Wadsworth Interchange BURA - Event Center	5,451,270	-	-	-	NA	NA
Transfer to Capitalized Interest Fund	-	-	-		NA	NA
Total Uses of Funds	**$ 5,451,270**	**$ -**	**$ 5,932,202**	**$ 5,888,274**	**100.00%**	**-0.74%**
Ending Balance	**$ 334,160**	**$ 606,148**	**$ -**	**$ -**	**-100.00%**	**NA**

BROOMFIELD URBAN RENEWAL AUTHORITY (BURA)	Year	Description
Tax Increment Revenue Bonds	2005	Construction of Broomfield Event Center
Land Acquisition Note	2005	Land for Broomfield Event Center

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2015 ANNUAL BUDGET

BROOMFIELD HOUSING AUTHORITY

BROOMFIELD HOUSING AUTHORITY

Randy Ahrens - Chairperson

Wayne Anderson

Martha Derda

Liz Law-Evans

Kevin Jacobs

Dennis Harward

Todd Schumacher

Mike Shelton

Greg Stokes

Sam Taylor

Sharon Tessier

Charles Ozaki – Executive Director

Kevin Standbridge – Assistant Executive Director

CITY AND COUNTY MANAGER
One DesCombes Drive • Broomfield, CO 80020 • 303.438.6300 • www.broomfield.org

BUDGET MESSAGE

TO: Mayor and City Council

FROM: Charles Ozaki, City and County Manager

SUBJECT: 2015 Proposed Budget for the Broomfield Housing Authority

DATE: January 1, 2015

The Broomfield Housing Authority was established in February 2002, to facilitate housing opportunities and improvements for low to moderate income residents of Broomfield in the areas of rental assistance, housing program planning, homeownership and home maintenance. The 2015 budget reflects $77,695 for program administration, $60,000 for the Tenant-Based Rental Assistance program (TBRA) which is provided through federal HOME funds, and $200,000 from a Community Development Block Grant (CDBG) program. Following is a summary of the housing programs.

Housing Program Planning

In 2006, Broomfield County joined with Boulder County (and the communities within Boulder County) to form the Boulder County/Broomfield County HOME Consortium. This allows the Broomfield/Boulder area to receive HOME funds annually (non-competitive funds from HUD). The Consortium prepared a housing plan for funding for 2007 through 2009. In 2009, the Consortium prepared a Five Year Consolidated Housing Plan for Broomfield and Boulder counties containing housing market data, a needs assessment, a strategic plan for the entire Consortium area, and individual Action Plans for Broomfield, the City of Boulder, and the City of Longmont. The planning effort guides the expenditures of HOME and Community Development Block Grant (CDBG) funds. Planning and public hearings are currently underway to prepare the 2015 – 2019 Five Year Consolidated Plan.

Rental Assistance

In 2002, Broomfield entered into an Intergovernmental Agreement with Jefferson County Housing Authority to provide for a minimum of 25 Housing Choice vouchers for use in Broomfield. Housing vouchers provide a rent subsidy for income-qualified households. Jefferson County also administers vouchers for families that already have housing assistance that choose to rent within Broomfield. The IGA has been renewing automatically since 2004. Jefferson County Housing receives administrative fees from the U.S. Department of Housing and Urban Development (HUD) to administer the housing vouchers. Currently there are approximately 30 families living in Broomfield with Housing Choice vouchers administered by Jefferson County. The Colorado Division of Housing, through Imagine! also has approximately 15 vouchers currently utilized by clients living in Broomfield.

In 2004, Broomfield Housing Authority and Broomfield Health and Human Services, initiated the TBRA Program with funding received from the Colorado Division of Housing. The TBRA Program provides rental assistance and supportive services over a two-year period for up to 15 individuals/families. Starting in 2008 and continuing to the present, funding for the TBRA Program is provided by federal HOME Investment Partnership Funds allocated to the City and County of Broomfield through the Boulder County/Broomfield County Housing Consortium (see description under Housing Program Planning). As of January 2014, over 75 families have been served.

In 2005, Broomfield entered into an agreement with a developer to build Broomfield Greens, a 50-unit affordable apartment building for seniors. A $500,000 grant from the State Division of Housing HOME Funds Program was received by Broomfield Housing Authority to cover a portion of the construction costs. Broomfield maintains a very limited ownership role in the project.

Home Ownership

In 2010, Broomfield received a Neighborhood Stabilization Program (NSP) grant from the Colorado Division of Local Affairs - Division of Housing. Broomfield partnered with Flatirons Habitat for Humanity to purchase and rehabilitate two foreclosed properties. The homes were sold to income-qualified families. The purchase of the properties occurred in 2010. Rehabilitation expenses occurred in 2010 and 2011. Funding for the NSP program has been used in full.

In the past, in order to assist in providing single-family mortgage loans to low- and moderate-income persons and families, Broomfield assigned its Private Activity Bond authority (assigned by the State of Colorado) to the Colorado Housing and Finance Authority (CHFA). The bond proceeds are be used to specifically assist first time homebuyers within Broomfield who meet income eligibility and property purchase price limits.

In 2013, Broomfield became a partner community with the Metro Mortgage Assistance Program, administered by the City of Denver's Economic Development Department. This program allows potential Broomfield homeowners to receive down payment grants and low interest rate mortgages.

Since 2004, several projects have been developed in Broomfield that include designated affordable housing units - Red Leaf, Vantage Pointe, and Emerald Hill. Continued affordability is assured through deed restrictions. AMLI at Flatirons (formerly Summit at Flatirons) also had designated affordable units, and as the structure of the development was changed from home ownership to rental, the designated units remained restricted as affordable rentals.

Home Maintenance

In 2009, Broomfield was granted status as a HUD entitlement community, providing an annual allocation of federal Community Development Block Grant (CDBG) funds to be used for housing and infrastructure projects for low- and moderate-income residents. A housing rehabilitation program, a mobile home repair program, an urgent repair program, and housing counseling services have received an allocation from the CDBG funding. The rehabilitation programs have processed 89 applications, completed renovations on 75 homes, and currently have nine homes in various stages of construction. The housing counseling program has assisted 157 Broomfield families with first time homebuyer planning, foreclosure prevention and other budget and financial management services.

In 2013, Broomfield entered into an agreement with FirstBank, to support, by assisting with construction oversight, a home repair program for families earning over the income limit for the CDBG program, but who still met the First Bank's guidelines for lower rate loans.

In 2013, Broomfield received a grant from Foothills United Way, to aid families in Broomfield who had storm and flood damage to their homes. Ten lower income families were assisted with repairs from this grant during 2013 and 2014.

A weatherization program is available to income-qualified Broomfield residents through Longs Peak Energy Conservation of Boulder County. The program provides energy audits, furnace repair or replacement, insulation, refrigerator replacement, and storm windows and doors. The program is funded through the Colorado Governor's Energy Office, and was supported by Broomfield with CDBG funding in past years. The weatherization program has served 164 Broomfield households through 2013. The program is continuing, even though funding has been reduced. Thus far in 2014, 10 Broomfield households have received services through this program.

The chart below summarizes the programs and number of available units and available funding for Broomfield residents for 2015.

PROGRAM	Program Availability
RENTAL ASSISTANCE (on-going)	
Vouchers (including supportive service programs)	
Tenant-Based Rental Assistance Program	15
Housing Choice Vouchers – Jefferson County Housing Authority Colorado Division of Housing Vouchers through Imagine!	25 15
Affordable Apartments - Through agreements with developers. Does not include privately-owned apartments	
Broomfield Greens	50
AMLI at Flatirons	20
TOTAL RENTAL ASSISTANCE	**Approx. 125**
AFFORDABLE HOME OWNERSHIP (completed units)	
Red Leaf Affordable Housing Program	15
Vantage Pointe Affordable Housing	9
Emerald Hill (Habitat for Humanity)	14
Neighborhood Stabilization Program	2
TOTAL AFFORDABLE HOME OWNERSHIP	**Approx. 40**
HOUSING WEATHERIZATION/HOME MAINTENANCE (anticipated for 2014/2015 funding)	
Housing Weatherization Program	25
Single-Family Housing Rehabilitation Program	20
Mobile Home Repair Program	15
Urgent Repair Program	5
TOTAL HOUSING WEATHERIZATION/HOME MAINTENANCE	**Approx. 65**

The Broomfield Housing Authority will continue to evaluate possible programs for 2015. Additional information will be presented to City Council during the year.

Respectfully submitted,



Charles Ozaki

City and County Manager

TABLE 1
BROOMFIELD HOUSING AUTHORITY
REVENUES AND EXPENDITURES

Sources and Uses of Funds	Actual 2013	Original Budget 2014	Revised Estimate 2014	Budget 2015	Budget % Chg 14 Original 2015	Budget % Chg 14 Revised 2015
Sources of Funds						
Beginning Balance	**$ -**	**$ -**	**$ 45,000**	**$ -**	**NA**	**-100.00%**
Revenues						
Intergovernmental Revenues						
Tenant-Based Rental Assistance Program	$ 76,171	$ 62,000	$ 164,053	$ 60,000	-3.23%	-63.43%
Community Development Block Grant	268,757	204,000	334,714	200,000	-1.96%	-40.25%
Total Intergovernmental Revenues	**$ 344,928**	**$ 266,000**	**$ 498,767**	**$ 260,000**	**-2.26%**	**-47.87%**
Contributions						
Contributions from General Fund	$ 74,247	$ 88,940	$ 77,190	$ 77,695	-12.64%	0.65%
Contributions from Non-profit	50,000	-	-	-	NA	NA
Total Contributions	**$ 124,247**	**$ 88,940**	**$ 77,190**	**$ 77,695**	**-12.64%**	**0.65%**
Total Revenues	**$ 469,175**	**$ 354,940**	**$ 575,957**	**$ 337,695**	**-4.86%**	**-41.37%**
Total Sources of Funds	**$ 469,175**	**$ 354,940**	**$ 620,957**	**$ 337,695**	**-4.86%**	**-45.62%**
Uses of Funds						
Expenditures						
Program Administration	$ 68,872	$ 109,340	$ 77,190	$ 77,695	-28.94%	0.65%
TBRA Program	76,171	62,000	164,053	60,000	-3.23%	-63.43%
Other Miscellaneous Housing Programs	5,000	-	45,000	-	NA	-100.00%
Community Development Block Grant Programs	274,132	183,600	334,714	200,000	8.93%	-40.25%
Sub Total Expenditures	**$ 424,175**	**$ 354,940**	**$ 620,957**	**$ 337,695**	**-4.86%**	**-45.62%**
Total Uses of Funds	**$ 424,175**	**$ 354,940**	**$ 620,957**	**$ 337,695**	**-4.86%**	**-45.62%**
Ending Balance	**$ 45,000**	**$ -**	**$ -**	**$ -**	**NA**	**NA**

TABLE 1A
BROOMFIELD HOUSING AUTHORITY
HOUSING AUTHORITY RESERVES
RED LEAF REIMBURSEMENT RESERVE

Sources and Uses of Funds	Actual 2013	Original Budget 2014	Revised Estimate 2014	Budget 2015	Budget % Chg 14 Original 2015	Budget % Chg 14 Revised 2015
Sources of Funds						
Beginning Balance	$ 170,000	$ 170,000	$ 170,000	$ 125,000	-26.47%	-26.47%
Developer Payment Received	$ -	$ -	$ -	$ -	NA	NA
Transfer from Misc. Projects	-	-	-	-	NA	NA
Total Sources of Funds	$ 170,000	$ 170,000	$ 170,000	$ 125,000	-26.47%	-26.47%
Uses of Funds						
Project Expenses	$ -	$ -	$ 45,000	$ -	NA	-100.00%
Ending Balance	$ 170,000	$ 170,000	$ 125,000	$ 125,000	-26.47%	NA

In the Memorandum of Understanding regarding affordable housing in the Red Leaf development there was a provision that if a certain number of homes did not sell as affordable the developer would make a cash-in-lieu payment of $5,000 per home. The payment received in 2007 represents the entire cash-in-lieu that was due from the developer.

TABLE 2
COUNTY OF BROOMFIELD BUDGET
BROOMFIELD HOUSING AUTHORITY
HOUSING AUTHORITY - PROGRAM SUMMARY

Function/Activity	Actual 2013	Original Budget 2014	Revised Estimate 2014	Budget 2015	Budget % Chg 14 Original 2015	Budget % Chg 14 Revised 2015
Program Administration						
Revenues						
Contribution from General Fund	$ 68,872	$ 88,940	$ 77,190	$ 77,695	-12.64%	0.65%
Total Revenues	$ 68,872	$ 88,940	$ 77,190	$ 77,695	-12.64%	0.65%
Expenditures						
Personnel	$ 67,081	$ 98,430	$ 70,616	$ 72,175	-26.67%	2.21%
Compensation Reserve	-	1,660	674	-	-100.00%	-100.00%
Supplies and Services	1,791	9,250	5,900	5,520	-40.32%	-6.44%
Total Expenditures	$ 68,872	$ 109,340	$ 77,190	$ 77,695	-28.94%	0.65%
Tenant-Based Rental Assistance Program						
Revenues						
Federal HOME Fund - 2011	$ 59,800.00	$ -		$ -	NA	NA
Federal HOME Fund - 2012	16,371	-	39,660	-	NA	-100.00%
Federal HOME Fund - 2013	-	-	62,393	-	NA	-100.00%
Federal HOME Fund - 2014	-	62,000	62,000	-	-100.00%	-100.00%
Federal HOME Fund - 2015	-	-	-	60,000	100.00%	100.00%
Total Revenues	$ 76,171	$ 62,000	$ 164,053	$ 60,000	-3.23%	-63.43%
Expenditures						
Home Consortium Boulder Administration	$ -	$ 6,200	$ 6,239	$ 6,000	-3.23%	-3.83%
Tenant-Based Rental Assistance Program	76,171	55,800	157,814	54,000	-3.23%	-65.78%
Total Expenditures	$ 76,171	$ 62,000	$ 164,053	$ 60,000	-3.23%	-63.43%
Difference	$ -	$ -	$ -	$ -	NA	NA
Community Development Block Grant Programs						
Revenues						
Community Development Block Grant - 2011	$ 924.00	$ -	$ -	$ -	NA	NA
Community Development Block Grant - 2013	263,833	-		-	NA	NA
Community Development Block Grant - 2014	-	183,600	314,314	-	-100.00%	-100.00%
Community Development Block Grant - 2015	-	-	-	180,000	100.00%	100.00%
CDBG program support 10%	4,000	20,400	20,400	20,000	-1.96%	-1.96%
Total Revenues	$ 274,132	$ 204,000	$ 334,714	$ 200,000	-1.96%	-40.25%
Expenditures						
CDBG Rehabilitation Program - 2013	$ 247,749	$ -		$ -	NA	NA
CDBG Rehabilitation Program - 2014	-	183,600	314,314	-	-100.00%	-100.00%
CDBG Rehabilitation Program - 2015	-	-	-	180,000	100.00%	100.00%
CDBG program support 10%	26,383	-	20,400	20,000	100.00%	-1.96%
Total Expenditures	$ 274,132	$ 183,600	$ 334,714	$ 200,000	8.93%	-40.25%
Difference	$ -	$ 20,400	$ -	$ -	-100.00%	NA
Other Miscellaneous Housing Programs						
Revenues						
Contribution from Nonprofit (Flood Relief)	$ 50,000	$ -	$ -	$ -	NA	NA
Total Revenues	$ 50,000	$ -	$ -	$ -	NA	NA
Expenditures						
Projects	$ 5,000	$ -	$ 45,000	$ -	NA	-100.00%
Transfer to Reserve	-	-	-	-		
Total Expenditures	$ 5,000	$ -	$ 45,000	$ -	NA	-100.00%
Difference	$ 45,000	$ -	$ (45,000)	$ -		

SUMMARY

	Actual 2013	Original Budget 2014	Revised Estimate 2014	Budget 2015	Budget % Chg 14 Original 2015	Budget % Chg 14 Revised 2015
Beginning Balance	**-**	**-**	**45,000**	**-**	**NA**	**-100.00%**
Total Revenues	$ 469,175	$ 354,940	$ 575,957	$ 337,695	-4.86%	-41.37%
Total Expenditures	424,175	354,940	620,957	337,695	-4.86%	-45.62%
Difference	$ 45,000	$ -	$ (45,000)	$ -	NA	-100.00%
Ending Balance	**$ 45,000**	**$ -**	**$ -**	**$ -**	**NA**	**NA**

2015 ANNUAL BUDGET

ARISTA LOCAL IMPROVEMENT DISTRICT

ARISTA LOCAL IMPROVEMENT DISTRICT

Randy Ahrens - Chairperson

Wayne Anderson

Martha Derda

Liz Law-Evans

Kevin Jacobs

Dennis Harward

Todd Schumacher

Mike Shelton

Greg Stokes

Sam Taylor

Sharon Tessier

Charles Ozaki – Executive Director

Kevin Standbridge – Assistant Executive Director

CITY AND COUNTY MANAGER
One DesCombes Drive • Broomfield, CO 80020 • 303.438.6300 • www.broomfield.org

BUDGET MESSAGE

TO: Mayor and City Council

FROM: Charles Ozaki, City and County Manager

SUBJECT: 2015 Proposed Budget for the Arista Local Improvement District

DATE: January 1, 2015

The Arista Local Improvement District (A-LID) was established in August 2005 to facilitate the construction of transportation facilities in the Arista Development. The first project was the parking structure constructed and owned by the Arista Metropolitan District (AMD), which enhances parking options for the 1STBANK Center and the adjacent commercial development. The A-LID is supported by a 0.2% sales tax on all taxable sales within its boundaries. The revenue generated by the tax have been pledged to support the AMD's debt service on bonds sold to construct the parking structure. Since the only allowable use of the revenue is to support the funding of public transportation services or improvements, the 2013 budget for the A-LID exists solely to authorize payments to the AMD as noted above. In a 2008 election, voters within the A-LID approved a measure that would allow the District to increase the sales tax levy up to 0.55%. This increase has not yet been enacted.

Respectfully submitted,



Charles Ozaki

Executive Director

TABLE 1
ARISTA LOCAL IMPROVEMENT DISTRICT
REVENUES AND EXPENDITURES

Sources and Uses of Funds	Actual 2013	Original Budget 2014	Revised Estimate 2014	Budget 2015	Budget % Chg 14 Original 2015	Budget % Chg 14 Revised 2015
Sources of Funds						
Beginning Balance	**$ -**	**$ -**	**$ -**	**$ -**	**NA**	**NA**
Revenues						
Intergovernmental Revenues						
Sales Tax	$ 21,943	$ 19,277	$ 19,277	$ 20,241	5.00%	5.00%
Total Intergovernmental Revenues	**$ 21,943**	**$ 19,277**	**$ 19,277**	**$ 20,241**	**5.00%**	**5.00%**
Fines and Other Revenue						
Interest Earnings	$ 4	$ -	$ -	$ -	NA	NA
Total Fines and Other Revenue	**$ 4**	**$ -**	**$ -**	**$ -**	**NA**	**NA**
Total Revenues	**$ 21,947**	**$ 19,277**	**$ 19,277**	**$ 20,241**	**5.00%**	**5.00%**
Total Sources of Funds	**$ 21,947**	**$ 19,277**	**$ 19,277**	**$ 20,241**	**5.00%**	**5.00%**
Uses of Funds						
Expenditures						
Payment to Others	$ 21,947	$ 19,277	$ 19,277	$ 20,241	5.00%	5.00%
Sub Total Expenditures	**$ 21,947**	**$ 19,277**	**$ 19,277**	**$ 20,241**	**5.00%**	**5.00%**
Total Uses of Funds	**$ 21,947**	**$ 19,277**	**$ 19,277**	**$ 20,241**	**5.00%**	**5.00%**
Ending Balance	**$ -**	**$ -**	**$ -**	**$ -**	**NA**	**NA**

2015 ANNUAL BUDGET

COLORADO BUILDING CORPORATION

COLORADO BUILDING CORPORATION

President	Todd Schumacher
Vice President	Randy Ahrens
Secretary	Charles Ozaki
Treasurer	Patricia Soderberg
Boardmember	Kevin Standbridge
Boardmember (alternate)	Kevin Jacobs

CITY AND COUNTY MANAGER
One DesCombes Drive • Broomfield, CO 80020 • 303.438.6300 • www.broomfield.org

BUDGET MESSAGE

TO: Mayor and City Council

FROM: Charles Ozaki, City and County Manager

SUBJECT: 2015 Proposed Budget for the City and County of Broomfield, Colorado Building Corporation

DATE: January 1, 2015

The City and County of Broomfield, Colorado Building Corporation (the Building Corporation) was created in 1999 to allow the City and County to use asset-backed Certificate of Participation (COP) financing for public projects.

From 1999 through 2004, the initial projects financed through COP's issued by the Building Corporation included the renovation of the building located at #6 Garden Center, construction of several buildings (including a library and auditorium, a police and court facility, a detention center and a recreation center), open space acquisitions (317 acres) and acquisition and development of athletic fields (123 acres). In 2008 the Building Corporation also provided funds (approximately $12 million) to facilitate the construction of the detention center expansion project. The Building Corporation receives annual lease payments for these assets from the City and County of Broomfield which are then utilized to fund the annual debt service payments on the COP's.

In 2010, the Building Corporation Board of Directors approved the refunding of all outstanding COP's. Due to lower interest rates, savings realized by the refinancing will amount to $14,613,634 from 2013 through the remaining term of the COP's (final maturity in 2029). These savings will be recognized annually in the County General Fund, City General Fund, Sales and Use Tax Capital Improvements Fund, and the Open Space and Parks fund as their lease payments to the Building Corporation are reduced from original levels.

The 2015 Budget for the Building Corporation includes $9,163,675 in revenues from annual lease payments collected by the Building Corporation from the City and County of Broomfield. This, together with projected interest earnings of the fund, provides the funding source for the 2015 COP debt service payments of $9,157,175.

Respectfully submitted,



Charles Ozaki
Executive Director

TABLE 1 - PAGE 1
CITY AND COUNTY OF BROOMFIELD
COLORADO BUILDING CORPORATION

Revenues and Expenditures	Actual 2013	Original Budget 2014	Revised Estimate 2014	Budget 2015	Budget % Chg 14 Original 2015	Budget % Chg 14 Revised 2015
Beginning Balance	**$ -**	**$ -**	**$ -**	**$ -**	**NA**	**NA**
Revenues						
Lease Payment & Other Revenues						
Lease Payment from City of Broomfield	$ 338,137	$ 334,140	$ 334,140	$ 334,941	0.24%	0.24%
Lease Payment from City of Broomfield - Open Space/Parks	1,445,036	1,476,230	1,476,230	1,380,419	-6.49%	-6.49%
Lease Payment from City of Broomfield - CIP	3,810,181	3,799,050	3,799,050	3,897,384	2.59%	2.59%
Lease Payment from County of Broomfield	3,567,095	3,551,760	3,551,760	3,550,931	-0.02%	-0.02%
Interest Earnings on Construction Fund	159	50	100	100	100%	NA
Interest Earnings on Reserve - 2010 COPs	889	700	700	700	NA	NA
Miscellaneous Revenue	-	-	50	-	NA	-100.00%
Total Lease Payment & Other Revenues	$ 9,161,497	$ 9,161,930	$ 9,162,030	$ 9,164,475	0%	0%
Bond Proceed & Other Financing Sources						
Transfer from Reserves	$ -	$ -	$ -	$ -	NA	NA
Total Bond Proceed & Other Financing Sources	**$ -**	**$ -**	**$ -**	**$ -**	**NA**	**NA**
Total Revenues	**$ 9,161,497**	**$ 9,161,930**	**$ 9,162,030**	**$ 9,164,475**	**0.03%**	**0.03%**
Total Sources of Funds	**$ 9,161,497**	**$ 9,161,930**	**$ 9,162,030**	**$ 9,164,475**	**0.03%**	**0.03%**
Expenditures						
COP Series 2010						
Retirement of COPs - Principal	$ 5,540,000	$ 5,710,000	$ 5,710,000	$ 5,965,000	4.47%	4.47%
Retirement of COPs - Interest (6/1 & 12/1)	3,613,875	3,447,680	3,447,680	3,192,175	-7.41%	-7.41%
Other Expenditures						
Arbitrage Compliance Cost	$ 3,075	$ -	$ -	$ 3,000	100.00%	100.00%
Paying Agent Fees	3,500	3,500	3,500	3,500	NA	NA
Reserve for Arbitrage	1,047	750	850	800	6.67%	-5.88%
Total Uses of Funds	**$ 9,161,497**	**$ 9,161,930**	**$ 9,162,030**	**$ 9,164,475**	**0.03%**	**0.03%**
Ending Balance	**$ -**	**$ -**	**$ -**	**$ -**	**NA**	**NA**

Certificates of Participation - City General Fund	2010	Completion of City Center Facilities: Parking lots at library & police/court buildings; remodeling of One DesCombes (org. 2000 series)
Certificates of Participation - County General Fund	2010	Construct city and county facilities (Library, Detention Center, Police/Courts, HHS); fund county start-up costs (org. 1999 series)
Certificates of Participation - CIP	2010	Construction of Paul Derda Recreation Center and Athletic Fields (BIP, Broomfield County Commons)(org. 2000 series)
Certificates of Participation (COPs)	2010	Open Space acquisitions (Willow Park North, Miller, Moormeier, Arnold, Wottge, Mitchem) (org. 2000 series)
Certificates of Participation (COPs)	2010	Park Improvements (Legacy Park) (org. 2000 series)

TABLE 1 - PAGE 1A
CITY AND COUNTY OF BROOMFIELD
COLORADO BUILDING CORPORATION

Reserve for Arbitrage						
Certificate of Participation Reserve Fund	Actual 2013	Original Budget 2014	Revised Estimate 2014	Budget 2015	Budget % Chg 14 Original 2015	Budget % Chg 14 Revised 2015
Beginning Balance	**$ 250,767**	**$ 253,518**	**$ 251,814**	**$ 252,664**	**-0.34%**	**0.34%**
Additions						
Transfer from Building Corp	$ 1,047	$ 750	$ 850	$ 800	6.67%	-5.88%
Total Additions	**$ 1,047**	**$ 750**	**$ 850**	**$ 800**	**6.67%**	**-5.88%**
Uses						
Transfer to Building Corp for Debt Services	$ -	$ -	$ -	$ -	NA	NA
Total Uses of Reserve	**$ -**	**$ -**	**$ -**	**$ -**	**NA**	**NA**
Ending Balance	**$ 251,814**	**$ 254,268**	**$ 252,664**	**$ 253,464**	**-0.32%**	**0.32%**

Reserve for Debt Services						
Debt Services Reserve Fund	Actual 2013	Original Budget 2014	Revised Estimate 2014	Budget 2015	Budget % Chg 14 Original 2015	Budget % Chg 14 Revised 2015
Beginning Balance	**$ 8,415,000**	**$ 8,415,000**	**$ 8,415,000**	**$ 8,415,000**	**NA**	**NA**
Additions						
Total Additions	**$ -**	**$ -**	**$ -**	**$ -**	**NA**	**NA**
Uses						
Total Uses of Reserve	**$ -**	**$ -**	**$ -**	**$ -**	**NA**	**NA**
Ending Balance	**$ 8,415,000**	**$ 8,415,000**	**$ 8,415,000**	**$ 8,415,000**	**NA**	**NA**

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APPENDIX A

ADMINISTRATIVE CHARGES AND INTERNAL SERVICE ALLOCATIONS

Facility Maintenance — **2015 Budget**

Allocations are charged to each major fund for Facility Maintenance services based on the square footage of the buildings maintained for each fund.

GENERAL FUND	$	1,837,196
Municipal Center, Police Building, Depot Hill Museum, #12 Garden Center, Shops/Maintenance Building, Recycling Center, Library, Auditorium		
WATER FUND		66,930
Water Treatment Plant on 144th, Water Treatment Plant on 112th		
SEWER FUND		47,140
Wastewater Treatment Plant		
HUMAN SERVICES FUND		370,020
Human Services portion of #6 Garden Center and the Senior Center; Workforce space rental		
RECREATION FUND		1,021,820
Community Center, The Bay (Aquatics Park), Skate Park, Derda Recreation Center		
COUNTY FUND		737,770
Detention Center, the Courts Building, the Public Health portion of #6 Garden Center		
Total Charges	**$**	**4,080,876**

General Services for County Fund

Allocations are charged to the County Genereal Fund for centralized services provided by the City such as finance, human resources, legal, information technology and fleet maintenance. The amounts are based on the indirect cost allocation report prepared each year.

COUNTY FUND	$	1,563,782
Total Charges	**$**	**1,563,782**

General Services for Utility Funds

Allocations are charged to each utility fund (Water, Sewer and Water Reclamation) for centralized services provided by the City such as finance, human resources, legal, information technology, and fleet maintenance. The amounts are based on the indirect cost allocation report prepared each year.

WATER FUND	$	1,661,370
SEWER FUND		1,162,960
WATER RECLAMATION FUND		99,680
Total Charges	**$**	**2,924,010**

General Services for Urban Renewal Authority

Allocations are charged to the Broomfield Urban Renewal Authority for centralized services provided by the City such as project administration, finance, human resources, legal, and planning. The amounts are based on the indirect cost allocation report perpared each year.

BURA	$	1,569,680
Total Charges	**$**	**1,569,680**

APPENDIX B

SCHEDULE OF CAPITAL EQUIPMENT PURCHASES

DEPARTMENT	Division	DESCRIPTION OF ITEM	COST
Replacement Vehicles and Equipment			
Police	Detention/ Transport	Cargo Van with inmate transport insert	$ 53,000
Police	Traffic	Full-size SUV 4x4, marked	54,300
Police	SWAT/ Negotiations	Cargo Van with utility service box	67,000
Public Works	Park Services	2 ton- 4X4 Truck- Cab and Chassis	68,000
Public Works	Park Services	16' turf mower w/road package -w/sun shade canopy	88,000
Public Works	Park Services	3/4 ton 2x4 extended cab pickup w lift gate	30,000
Public Works	Park Services	Heavy-duty Utility Cart-diesel with front loader	57,000
Public Works	Park Services	(3) Self-propelled Aerators	23,550
Public Works	Park Services	(2) Trailers with water tank	10,470
Public Works	Park Services	10.5' 4x4 rotary mower	62,000
Public Works	Park Services	Ride-On Spreader	8,200
Public Works	Park Services	3/4 ton Pickup w/extended cab and service body	31,000
Public Works	Park Services	3/4 ton Pickup 2x4 4-door Crew Cab Short Bed	27,000
Public Works	Park Services	Tractor- diesel with front loader	58,250
Public Works	Park Services	One Ton DRW Truck 4X4 w/Dump Box - w/Lift Gate	40,500
Public Works	Facilities	(4) 3/4 ton pickups with a service body	114,000
Public Works	Street Services	Tandem axle dump truck with snow and ice equipment	250,000
Public Works	Street Services	1 ton pickup 4X4 with low profile service body	50,850
Public Works	Street Services	3/4 ton 4X4 pick up truck with towing package	31,600
Public Works	Street Services	Street Sweeper	240,000
HHS	Senior Services	22 passenger bus with wheelchair lifts (5310 Grant Funded)	70,000
Community Resources	Recreation	Mid-Size SUV with seating for 5+ and cargo area	28,500
		Replacement Vehicles and Equipment Total	**$ 1,463,220**
Replacement Other Equipment			
Police	Detention	(2) Commercial clothes dryers	$ 8,278
Police	Patrol	K-9 Dog replacement	11,178
Police	All	Taser replacement - Phase II	39,648
Community Development	GIS	(3) 42" LCD Monitor	4,152
Community Development	GIS	Monitor Wall - four 46" LCD Monitors	17,600
Community Development	GIS	60" LCD Monitor	1,857
Community Development	GIS	60" LCD Touch Screen	1,858
Community Development	GIS	Video Conversion equipment	18,500
Community Development	GIS	Installation/Wiring/ trim and finishing	13,880
Community Resources	Cultural Affairs	Auditorium lobby furniture	19,175
Community Resources	Library	Public Service Desk - Children's Library	12,000
Community Resources	Library	Consortium Software upgrade	8,000
Community Resources	Recreation Services	Baseball/Softball Scoreboard replacement	9,100
Public Works	Facility Services	Walk-behind , self-contained carpet extractor	11,995
Public Works	Water Treatment	(2) VFD Control Drive for 350 HP motor with Soft Start by-pass	130,000
Public Works	Water Treatment	Lighting Control System Lighting Control Unit	70,000
Public Works	Water Treatment	Digital Process meters, with installation and configuration	14,000
Public Works	Water Treatment	(2) 5,050 gal Polyethylene Tanks	100,000
Public Works	Water Treatment	SCADA System Integration Study	100,000
Public Works	Environmental Monitoring	Ion trap GCMS	94,310
Public Works	Environmental Monitoring	SPME extractor and auto sampler	27,387
Public Works	Environmental Monitoring	Purge and trap concentrator	18,911
Public Works	Environmental Monitoring	Auto sampler for Purge and trap	18,200
Public Works	Environmental Monitoring	Personal Computer	1,500
Public Works	Wastewater	Digester #1 Heat Exchanger	80,000
Public Works	Wastewater	Digester 2-3 Methane Gas Line Replacement	48,500
Public Works	Wastewater	Centrifuge Sludge Feed Grinder Cutter Cartridges	24,000
Public Works	Wastewater	Primary Sludge Grinder Pump #1	30,000
Public Works	Wastewater Lab	Laboratory Information Management System (LIMS) software	155,000
Public Works	Reuse	Adjustable Frequency Drive (AFD) Reuse Pump #1	56,000
Public Works	Reuse	Adjustable Frequency Drive (AFD) Reuse Pump #2	56,000
Finance	Utility Billing	Upgrade Orion Mobile Meter Reading System	24,040
HHS	Senior Services	Automatic Commercial Dishwashing Machine	8,500
		Replacement Other Equipment Total	**$ 1,233,569**

Schedule of Capital Equipment Purchases - cont.

New Vehicles and Other Equipment			
Community Resources	Library	Circulation Workstation	7,000
Public Works	Park Services	Open Space Tech - Single Axle Trailer	5,000
Public Works	Park Services	Horticulture Tech - RTV with trailer and 68 gallon spray tank	29,000
Public Works	Environmental Monitoring	Sonde for Surface Water Monitoring Equipment	29,456
Public Works	Utilities Operations/ Maint.	1/2 ton pickup 4x4	28,000
		New Vehicles and Equipment Total	**$ 98,456**

New /Replacement IT Software and Equipment			
Police	Investigation	Cellebrite UFED Touch Ultimate	10,987
Information Technology	IT	Data Storage Additions	300,000
Information Technology	IT	Desktop Computer Replacements	100,000
Information Technology	IT	Laptop Computer Replacements	30,000
Information Technology	IT	Network Hardware Replacement	80,000
Information Technology	IT	Server Replacements	30,000
Information Technology	IT	VM Ware Server Upgrade/Licenses	38,000
Finance	Finance/HR	Finance/ HR - HRIS/Payroll Integrated System	900,000
Finance	Purchasing	Contract Administration Software	25,000
Finance	Budget	Financial Reporting and Transparency Software	10,000
Community Resources	Cultural Affairs	Scheduling Software	35,700
		Replacement IT Equipment Total	**$ 1,559,687**

APPENDIX C

INTERGOVERNMENTAL AND COMMUNITY

GRANTS Organization	Actual 2013	Original Budget 2014	Revised Budget 2014	Original Budget 2015
PARTICIPATIONS:				
Economic Development Corp.	$ 17,000	$ -	$ -	$ -
Economic Development Corp.	3,000	0	0	0
TOTAL PARTICIPATIONS	**$ 20,000**	**$ -**	**$ -**	**$ -**
HEALTH & HUMAN SVCS STATE FUNDED/MANDATED:				
Imagine!	$ 359,624	$ 384,798	$ 384,798	
Mental Health Center of Boulder County, Inc.	290,743	302,373	302,373	$ 963,664
Misc. HHS Direct Service Providers	226,359	262,626	262,626	
Mental Health Center of Boulder County, Inc. - Lease Payments	91,486	108,767	108,767	109,796
TOTAL HHS AGENCY OUTLAYS	**$ 968,212**	**$1,058,564**	**$1,058,564**	**$1,073,460**
COMMUNITY OUTLAY:				
Misc. Cultural Organization Outlays	$ 12,207	$ 10,428	$ 10,428	$ 11,891
Ecomomic Development - Lease Payments	14,356	18,505	18,505	18,585
Ecomomic Development - Lease Payments	2,548	3,266	3,266	3,280
Broomfield FISH - Lease Payments	37,080	37,812	37,812	37,812
TOTAL COMMUNITY AGENCY OUTLAYS	**$ 66,191**	**$ 70,011**	**$ 70,011**	**$ 71,568**
ORGANIZATION DUES:				
Broomfield Area Chamber of Commerce	$ 3,200	$ 3,200	$ 3,200	$ 3,400
Colorado Counties, Inc.	14,727	14,727	17,364	17,364
Colorado Municipal League	30,791	31,715	31,715	32,667
Denver Metro Convention & Visitors Bureau/ Visit Denver	525	525	525	525
Denver Regional Council of Governments	16,000	16,000	16,000	16,000
Metro Mayors Caucus/ Civic Results	4,011	4,012	4,012	4,520
North Metro Chamber of Commerce	505	505	505	505
National Association of Counties	748	860	860	860
National League of Cities	4,467	4,467	4,467	4,467
Northwest Economic Development	0	5,000	5,000	0
Regional Air Quality Council	1,500	1,500	1,500	1,500
Sister City International	0	0	0	0
North Area Transportation Alliance	2,400	2,400	2,400	2,400
U.S. 36 Metro Mayors & Commissioners	0	0	0	0
U.S. 36 Commuting Solutions	11,924	11,924	11,924	11,924
TOTAL ORGANIZATION DUES	**$ 90,798**	**$ 96,835**	**$ 99,472**	**$ 96,132**

TOTAL OUTSIDE AGENCY FUNDING	**$1,145,201**	**$1,225,410**	**$1,228,047**	**$1,241,160**

***Note White=City Contribution**

***Note Shaded=County Contribution**

INTERGOVERNMENTAL AND COMMUNITY OUTLAYS

	Budget 2015
CITY COUNCIL SPECIAL EVENT FUNDING:	
Council Annual Allowance for Community	5,000
Annual Allowance for Mayor for Community Relations	1,000
Chamber After Hours	3,000
Chamber Annual Dinner Sponsorship	5,000
Chamber Annual Summer BBQ Sponsorship	1,000
Coffee for mayor Fishing Derby	75
Coffee for Mayor Trail Adventure	75
Colfax Marathon	200
Dancing with the Broomfield Stars	1,000
DRCOG Awards Reception Sponsorship	500
Ice Cream for 4th of July	3,200
Marching Band Competition - Broomfield Days	800
Metro No. DC Breakfast	300
Misc. Sister City expenses	5,000
North Metro Chamber Dinner Sponsorship	900
Relay for Life	1,000
Other - Chamber Events, ETC	2,000
TOTAL	$ 30,050

APPENDIX D

EXPLANATION OF INTERFUND ACTIVITY

Receiving Fund	Expending Fund	Amount	Transaction Description
City General	Water	1,661,370	General government services provided by the General Fund based on an estimate of the amount of time invested in Water-related functions.
City General	Wastewater	1,162,960	General government services provided by the General Fund based on an estimate of the amount of time invested in Wastewater-related functions.
City General	Water Reclamation	99,680	General government services provided by the General Fund based on an estimate of the amount of time invested in Water Reclamation-related functions.
City General	Lodging Tax	500,000	100% of tax collected is designated for the maintenance of street landscapes for specific retail developments. Parks Maintenance activities are recorded in the General Fund.
City General	County General	1,563,782	General government services provided by the General Fund based on an estimate of the amount of time invested in County-related functions.
City General	Human Services	347,920	General government services provided by the General Fund based on an estimate of the amount of time invested in Human Service functions.
Total City General Fund		**5,335,712**	
Facility Maintenance	City General	1,837,196	Facility specific costs and sq. ft. allocation of general costs.
Facility Maintenance	Water	66,930	Facility specific costs and sq. ft. allocation of general costs.
Facility Maintenance	Wastewater	47,140	Facility specific costs and sq. ft. allocation of general costs.
Facility Maintenance	Recreation	1,021,820	Facility specific costs and sq. ft. allocation of general costs.
Facility Maintenance	Human Services	370,020	Facility specific costs and sq. ft. allocation of general costs.
Facility Maintenance	County General	737,770	Facility specific costs and sq. ft. allocation of general costs.
Total Facility Maintenance Fund		**4,080,876**	
Recreation	City General	891,168	Subsidy for operations to cover costs above participation fees.
Total Recreation Fund		**891,168**	
Library	City General	156,243	Replacement of the Road and Bridge Tax collected from predecessor counties.
Total Library Fund		**156,243**	
Street	County General	1,553,016	Replacement of the Road and Bridge Tax collected from predecessor counties.
Total Street Fund		**1,553,016**	
Capital Improvement	City General	4,500,000	Covers new capital improvements projects.
Capital Improvement	County General	3,084,100	Covers new capital improvements projects.
Capital Improvement	Human Services	300,000	Covers new capital improvements projects.
Capital Improvement	Open Space & Parks	325,269	Repayment of Nordstrom Acquision - Phase I
Total CIP Fund		**8,209,369**	
Open Space & Parks	Capital Improvement	125,000	Covers new capital improvements projects.
Total Open Space & Parks Fund		**125,000**	
Development Agreements	Service Expansion Fee	708,550	Share of Service Expansion Fee based on Development Agreements.

APPENDIX D

EXPLANATION OF INTERFUND ACTIVITY

Receiving Fund	Expending Fund	Amount	Transaction Description
Total Development Agreements Fund		**708,550**	
Debt Service	Capital Improvements	5,429,723	Portion of principal and interest payments due related to sales tax capital improvements.
Debt Service	Open Space & Parks	249,083	Portion of principal and interest payments due related to Open Space purchases.
Debt Service	Agreements	1,947,170	Debt service on Westcor obligation refinancing
Total Debt Service Fund		**7,625,976**	
Water	Open Space & Parks	49,731	Share of the debt service related to sewer improvements paid for with the 2001 revenue bond issuance
Total Water Fund		**49,731**	
Wastewater	Water Reclamation	1,401,317	Share of the debt service related to sewer improvements paid for with the 2001 revenue bond issuance
Total Wastewater Fund		**1,401,317**	
Cemetery	City General	74,412	Covers expenditures in excess of revenues.
Total Cemetery Fund		**74,412**	
Human Services	County General	986,576	Covers expenditures in excess of revenues.
Total Human Services Fund		**986,576**	
Housing Authority	City General	77,695	Covers expenditures in excess of revenues.
Total Housing Authority		**77,695**	
Grand Total Interfund Activity		**31,275,641**	

APPENDIX E

CITY AND COUNTY OF BROOMFIELD STRATEGY MAP

Guiding Statements and Plans

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 interest of the community as a whole.

2014 Council Priorities

A. Capital Improvement Program
B. Comprehensive Plan Update
C. Comprehensive Water Use Plan
D. Economic Development Strategic Plan
E. Financial Management
F. Governance
G. Transportation Project Advancement

Comprehensive Plan

1. Growth, Population & Change
2. Land Use
3. Transportation
4. Community Form & Identity
5. Open Space, Parks, Recreation & Trails
6. Economic Development
7. Community Services & Facilities
8. Sustainability
9. Housing
10. Utilities

Outcomes

Safe Community

Safety for residents businesses, visitors, and the City and County workforce

Economic Vitality

A diverse & sustainable economy through housing, employment, and shopping opportunities

Health, Leisure & Educational Opportunities

Healthy community with a broad spectrum of opportunities for recreation, culture, education, and entertainment

Facilities & Transportation Infrastructure

Safe, well-maintained, effective and attractive facilities, streets, parks, and utilities

Self-Sufficiency

Support for individuals and households requiring basic and temporary health and financial assistance leading to self-sufficiency

Environmental Stewardship

A regional leader in environmental stewardship, open space preservation, water and other natural resource management

Engaged & Fiscally Responsible Government

Innovative, responsive, efficient, and fiscally responsible government with an engaged community and workforce

APPENDIX F

COMPREHENSIVE PLAN

Introduction

Broomfield's current Comprehensive Plan was adopted in 2005, following an extensive community information gathering and feedback process. An advisory Task Force, comprised of residents from each of Broomfield's five wards, was heavily involved in making recommendations and updating the Plan. The Plan is a dynamic 20-year policy document intended to be periodically reviewed and updated to remain valid and effective. It serves as the principal planning document addressing Broomfield's goals and policies related to land use and other key community issues. These key issues and goals are summarized in the ten functional elements below. These broad Comprehensive Plan goals have been tied to the more specific goals of each Department. They are highlighted in blue throughout each Department chapter of this report.

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.

1. Growth, Population & Change

Vision Statement

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.

Goals

GP-A: Balanced Rate of Growth	*Ensure that the pace and the amount of Broomfield's growth and corresponding population always advance Broomfield's desired community identity and characteristics.*
GP-B: Regional Role	*Influence regional plans for growth and development.*
GP-C: Concurrency	*Ensure that new development provides adequate community facilities and services to support the development as it occurs.*

2. Land Use

Vision Statement

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.

Goals

LU-A: Mix of Land Uses	*Provide an appropriate mix of land uses that ensures sustained economic vitality.*
LU-B: Mixed Use Developments	*Encourage mixed use developments that provide the benefits of more compact, denser development with a mix of living, shopping, and working environments.*
LU-C: Neighborhoods	*Create a community of neighborhoods containing a variety of housing types, while maintaining the overall single-family residential nature of Broomfield.*
LU-D: Transit Oriented Development	*Create development focused around major transit stops that form pedestrian-oriented, vibrant urban centers.*
LU-E: Commercial Areas	*Encourage compact commercial development that contributes to the community's image and character and that provides increased choices and services.*
LU-F: Employment Areas	*Encourage a variety of employment land use types and intensities in designated areas that are both supported by and compatible with surrounding land uses.*
LU-G: City Center Districts	*Create two key City Center Districts that serve as key focal points for community and civic activities.*
LU-H: Development Standards	*Use development standards and guidelines to help realize the community's overall vision and goals.*

Comprehensive Plan - cont.

3. Transportation

Vision Statement

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.

Goals

T-A: Roadway Capacity	*Provide additional capacity on roadways to handle existing and projected traffic.*
T-B: Major Roadway Connections	*Enhance internal east-west and north-south roadway connections within the community.*
T-C: Alternative Modes	*Promote and develop transportation alternatives to reduce dependence on the automobile.*
T-D: Interconnected Bike and Pedestrian System	*Create an interconnected transportation system that facilitates safe travel throughout Broomfield for pedestrians, bicyclists and vehicles and that provides linkages to neighboring communities.*
T-E: Livable Streets	*Encourage livable streets. Livable streets are designed in conjunction with neighborhoods and destinations to facilitate all types of transportation -- walking or riding, public or private -- in a safe, enjoyable and convenient manner.*
T-F: Regional Transportation Planning	*Participate in and influence regional transportation planning efforts to enhance overall regional mobility and improve Broomfield's accessibility to the regional transportation network. Coordinate with adjacent communities to promote an efficient transportation system.*
T-G: Land Use and Transportation	*Use the transportation system and innovative street design to support and complement the City's land use and economic development plans and policies.*

4. Community Form & Identity

Vision Statement

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.

Goals

CF-A: Community Identity	*Build upon the established physical framework to strengthen Broomfield's sense of community identity by identifiably connecting the neighborhoods, open lands, parks, residential and commercial areas, and by the enhancement of natural and man-made features.*
CF-B: Community Character	*Encourage community unity and interaction to maintain Broomfield's small-town character and sense of identity.*
CF-C: Community Form	*Implement the vision and the policies relating to Broomfield's physical form and identity.*

Comprehensive Plan - cont.

5. Open Space, Parks, Recreation & Trails

Vision Statement

Preserve and enhance those natural and recreational places that reflect the heart and soul of the community.

Goals

OP-A: 40% Open Lands	*Provide 40 percent of Broomfield's planning area as open lands.*
OP-B: Connected Public Spaces	*Create connected public spaces in order to provide continuous green space throughout the community benefiting wildlife, enhancing recreational experiences, and increasing Broomfield's walkability.*
OP-C: Community Image and Identity	*Use open space, parks, trails, and recreational facilities to establish a strong community image and identity.*
OP-D: Stewardship	*Maintain sound stewardship of open lands.*
OP-E: Meeting Future Needs	*Develop a proactive approach to meeting future needs.*
OP-F: Distribution of Facilities	*Promote the equitable distribution of open space, parks, recreational and trail facilities.*

6. Economic Development

Vision Statement

Promote the economic vitality of Broomfield through attraction, retention and expansion of business activity.

Goals

ED-A: Adequate Tax Base	*Provide an adequate property and sales tax base to support quality city services, facilities and amenities as identified within the Long Range Financial Plan.*
ED-B: Regional Shopping	*Enhance and expand regional shopping opportunities in Broomfield.*
ED-C: Employment	*Build a strong and diversified employment base in Broomfield that minimizes cyclical impacts of market changes and that provides job opportunities for Broomfield residents of all skills.*
ED-D: Commercial Vitality	*Maintain and enhance the vitality of existing neighborhoods and commercial areas.*
ED-E: Tourism	*Develop a program to enhance/build on existing regional tourism.*

Comprehensive Plan - cont.

7. Community Services & Facilities

Vision Statement

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.

Goals

CS-A: Decentralized Facilities and Services	*Distribute community facilities and services throughout the community to provide neighborhood-based assets that contribute to Broomfield's sense of place and identity, simplify access to these facilities and their services, and create a more adaptive and responsive facilities network.*
CS-B: Facility and Service Inventory and Renewal	*Strengthen neighborhood and community assets to include facilities, organizations, and programs to sustain neighborhood and overall community health and to encourage maintenance and investment.*
CS-C: Cultural Arts	*Ensure citizens have access to a variety of venues for participating in the arts, both as audience and as artists.*
CS-D: Education	*Support a diverse range of educational opportunities to ensure that Broomfield remains a community of well-educated and highly skilled people.*
CS-E: Communication	*Facilitate a culture of open and effective communication of ideas and information within Broomfield.*
CS-F: Public Safety	*Create an environment in which the people of Broomfield feel safe by providing the best fire, police, and emergency services.*
CS-G: Justice System	*Promote an integrated justice system that focuses on prevention, early intervention, diversion, personal accountability, and reducing recidivism in order to promote community involvement and reduce the costs of providing a safer community.*
CS-H: Library System	*Support a library system that meets information and research needs, fulfills community interest in books and other media, addresses the need to read and acquire information skills and functions as a community gathering place.*
CS-I: Health Care, Public Health and Human Services	*In partnership with the community, promote innovative and exceptional health care, public health, and human services.*

8. Sustainability

Vision Statement

Broomfield enjoys prosperity as an environmentally, economically, and socially sustainable community. We protect and preserve our social and physical environment and ecosystems through education, community engagement, conservation, and cultural opportunities supported by economic strength and diversity.

Goals

S-A: Resource Conservation	*Protect the environment through the preservation of wildlife, reduction of waste, conservation of water, and enhancement of land water and air quality.*
S-B.I: Conservation & Energy Efficiency	*The City & County of Broomfield will utilize technological solutions and provide education/outreach to encourage conservation of energy.*
S-B.II: Development of Alternative Energy Technology	*Serve as a role model to the community by evaluating and utilizing alternative energies and emerging technologies.*
S-B.III: Provision of Electrical Services	*The City & County of Broomfield is committed to ensuring that reliable, affordable, and clean energy is available to all residential and commercial structures.*
S-C: Community Education	*Broomfield advances sustainability by educating and engaging our community in the implementation of environmentally, economically and socially sound practices.*
S-D.I: Adequate Tax Base	*Provide an adequate property and sales tax base to support quality city services, facilities and amenities as identified within the Long-Range Financial Plan.*

Comprehensive Plan - cont.

8. Sustainability, continued

Goals, continued

S-D.II: Local & Regional Shopping	*Enhance and expand local and regional shopping opportunities in Broomfield.*
S-D.III: Sustainable Business practices	*Evaluate, research and develop best practices which promote opportunities for sustainable business to thrive in Broomfield.*
S-D.IV: Employment	*Build a strong and diversified employment base in Broomfield that minimizes cyclical impacts of market changes and that provides job opportunities for Broomfield residents of all skills.*
S-D.V: Commercial Vitality	*Maintain and enhance the vitality of existing neighborhoods and commercial areas.*
S-E.: Roadway Capacity	*Provide additional multimodal transportation capacity on roadways and trails to handle existing and projected traffic.*
S-E.II: Alternative Modes:	*Promote and develop practical transportation alternatives to reduce dependence on the automobile. Ensure that multimodal and alternative transportation solutions make it easier for people to move around and within Broomfield. Ensure that Broomfield's multimodal and alternative transportation systems are efficiently connected to regional transit and multimodal systems.*
S-E.III: Interconnected Bike and Pedestrian System	*Provide an interconnected bike and pedestrian system that will enhance regional trail connectivity.*

9. Housing

Vision Statement

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.

Goals

HO-A: Existing Housing	*Encourage private investment aimed at maintaining, rehabilitating, and enhancing Broomfield's older existing housing.*
HO-B: Maintaining Housing Affordability/Attainability	*Encourage an adequate supply of affordable/attainable housing for lower-income households.*
HO-C: Diversity of Housing Types and Ownership Options	*Encourage a diversity of populations by providing a variety of housing types that serve a broad spectrum of households.*
HO-D: Special Needs and Services Housing	*Increase the supply of housing that is accessible and functional for seniors, single-parent households and other residents with special needs.*
HO-E: Residential Housing Design	*Promote quality in terms of design, livability, aesthetics and construction in all housing types.*

Comprehensive Plan - cont.

10. Utilities

Vision Statement

Provide a utility infrastructure system representing state-of-the-art equipment, construction, management and conservation techniques.

Goals

U-A: Utility Planning	*Adequately plan so that utilities are reliable and support existing developed areas and future growth.*
U-B: Financing Utilities for Build-out	*Ensure that the long-term cost of developing utility infrastructure to serve Broomfield can be met.*
U-C: Sustainable Utilities Contributing to Overall Quality of Life	*Provide environmentally sustainable and efficient utility systems that protect Broomfield's and the region's natural resources and contribute to overall quality of life.*
U-D: Community Aesthetics	*Utility infrastructure should contribute to overall positive community aesthetics.*
U-E: Communications Infrastructure	*Facilitate the construction of state-of-the-art communications infrastructure.*
U-F: Public Health and Provisions of Utilities	*Enhance the public health of the community through the provision of adequate, clean, safe and reliable utilities.*
U-G: Regional Coordination	*Influence and implement regional utility planning efforts to be environmentally, economically and functionally advantageous to Broomfield.*

More information regarding the Comprehensive Plan can be found at:
http://www.broomfield.org/planning/masterplan/FINAL_COMP_PLAN.pdf

APPENDIX G
2012 CITIZEN SURVEY

SURVEY BACKGROUND AND METHODS

The City and County of Broomfield contracted with National Research Center, Inc. (NRC) to conduct a survey of citizen opinion regarding quality of life, community amenities, and local government performance, service quality and community priorities in Broomfield. The 2012 Broomfield Citizen Survey is the fourth community-wide survey that Broomfield has conducted since 2002. The survey allows City and County officials to have a finger on the pulse of their constituents, to examine trends and changes in citizen opinion over time, to compare Broomfield's performance to benchmarks from communities across the nation and in Colorado's Front Range and to take citizen perspectives into account in strategic planning decisions.

The 2012 survey was mailed to 3,000 randomly selected households in Broomfield, and completed surveys were collected over a six-week period. Of the households selected to receive a survey, 97 were returned because the housing unit was vacant or the postal service was unable to deliver the survey as addressed. A total of 1,013 completed surveys were collected, yielding a response rate of 35% and a margin of error of plus or minus three percent. To ensure that survey findings were representative of Broomfield's entire adult population, the profile of survey respondents was adjusted to reflect Broomfield's known Census profile using respondent age, gender, tenure (rent versus own) and housing unit type (attached versus detached). Detailed survey methods appear in Appendix B: Survey Methodology.

SUMMARY OF FINDINGS

Residents appreciated the high quality of life and community in Broomfield.

- The vast majority of respondents felt that their overall quality of life in Broomfield was "excellent" or "good."
- At least 9 in 10 gave "excellent" or "good" ratings to Broomfield as a place to live and as a place to raise children. Nearly as many gave such ratings to their neighborhood as a place to live.
- In 2012, ratings for all dimensions of community quality asked over time had increased from the 2007 survey administration and were much above the national and Front Range comparisons.
- Specific community characteristics such as recreation programs, ease of car travel and the overall appearance of Broomfield received high marks from at least 7 in 10 respondents, and also improved from the 2007 survey.
- Less than half of respondents gave ratings of "excellent" or "good" to the quality of dining opportunities, ease of bus travel or job opportunities in Broomfield, though only dining opportunities was rated below the national and Front Range benchmarks.

Citizen priorities focused on appearance, transportation, housing and job opportunities.

- Importance ratings paralleled quality ratings for Broomfield's overall appearance and the ease of car travel in Broomfield; both received high ratings of importance from residents.

2012 CITIZEN SURVEY continued

- At least 7 in 10 respondents rated access to affordable quality housing and job opportunities as "essential" or "very important," evaluations similar to those given in 2007.
- Residents most frequently described economic development and crime, police and safety as areas they felt should be the top priority for the City and County of Broomfield.

Broomfield citizens were active participants in t heir community and relied on a variety of sources for information about Broomfield.

- Overall, resident participation in community activities increased since 2007.
- Compared to national and Front Range averages, Broomfield citizens were much more likely to have used a recreation center and to have accessed the City's Web site, but much less likely to have recycled.
- Residents were most likely to have visited a park or open space site and least likely to have utilized Health and Human Services or viewed a City Council meeting.
- Residents relied most on word of mouth, the Broomfield Enterprise and television news for information about their community.

Citizens were more optimistic than in prior years regarding potential problems in Broomfield but worried about jobs and traffic congestion.

- About half as many residents felt that population growth in Broomfield was "too fast" in 2012 compared to 2007, but more felt that jobs growth was "too slow."
- Respondents' perceptions of all potential problems in Broomfield, including street conditions and crime, declined from 2007 to 2012, though half of respondents still considered traffic congestion to be a "major" or "moderate" problem.
- Feelings of safety improved from 2007, with at least 7 in 10 residents feeling "somewhat" or "very" safe in various locations in Broomfield during the day. Feelings of safety both during the day and after dark were much above national averages.

Broomfield residents lauded the performance of the City and County of Broomfield Government.

- Three-quarters of respondents felt that the direction Broomfield is taking was "excellent" or "good," much above the national and Front Range benchmarks.
- Two-thirds felt that the value of services for their tax dollars deserved "good" or better ratings, also much above the national and Front Range comparisons.
- Performance characteristics related to the job the government does at listening to citizens saw an increase from 2007 to 2012, a rating that was much above the national and Front Range comparisons.
- Nine in 10 citizens who had been in contact with Broomfield employees within the last year rated their overall impression as "excellent" or "good," much above the national and Font Range benchmarks.

2012 CITIZEN SURVEY continued

Residents rated the quality of City and County services highly and generally gave higher ratings in 2012 than in 2007, while ratings of importance remained stable over time.

- At least 8 in 10 respondents rated services ranging from street lighting to the variety of parks to senior services as "excellent" or "good." Most services were much above the national and Front Range comparisons.
- Most ratings of quality increased from 2007 to 2012, while property tax assessment and collection fell to 58% "excellent" or "good" from 73% in 2007.
- Respondents rated police services, water and sewer services as the most important services provided by Broomfield, similar to previous years.
- Among services not provided by Broomfield, fire, ambulance services and garbage collection were rated most highly. Assessments of garbage collection improved from 2007 to 2012.

Broomfield residents favored plans to complete RTD FasTracks projects and to focus City and County efforts on energy and resource conservation.

- The majority of residents favored a plan to complete both the Bus Rapid Transit line and the Commuter Rail on an accelerated timeline.
- With regard to the environment, citizens overwhelmingly favored City and County efforts to encourage energy and water conservation and to impose requirements that residential trash haulers provide recycling services to residential customers.
- More than 8 in 10 respondents supported using only the dedicated sales tax to fund Broomfield's acquisition of open lands.

This appendix is a summary of the Long Range Financial Plan prepared by National Research Center, Inc. The full version can be found on the City and County of Broomfield's website at http://www.broomfield.org.

APPENDIX H

2013 LONG RANGE FINANCIAL PLAN - SUMMARY

2013 Financial Plan Update

The Financial Plan is designed to be a living, dynamic tool to provide the City and County of Broomfield with clear information with which to make policy decisions and provide clarity to the overall direction of the City and County and the various factors that influence, inhibit, and enhance that direction.

The Financial Plan links land use planning, demographic modeling, and financial planning. This linkage is achieved by coordinating financial planning with Broomfield's 2005 Comprehensive Plan (Comprehensive Plan) general land use categories. The purpose for this integration is to understand the potential financial implications of future land uses and plan accordingly to ensure that Broomfield remains a financially sustainable community that can afford to maintain existing levels of service at build-out.

Although Broomfield has achieved good financial health, continued positive economic and revenue results are not guaranteed. Several factors can affect the continuation of positive results, including:

- Deviations from projected land uses detailed in the Comprehensive Plan
- Unforeseen effects of aging infrastructure
- Short-term and long-term economic conditions
- Broomfield's population demographics
- Changes in tax and revenue policy
- Increases in service levels and demands
- Changes in retail competition from Broomfield's neighboring communities

In order to continue to monitor Broomfield's financial health, the Financial Plan incorporates a model that can be used to evaluate the financial impacts of land use decisions on an ongoing basis.

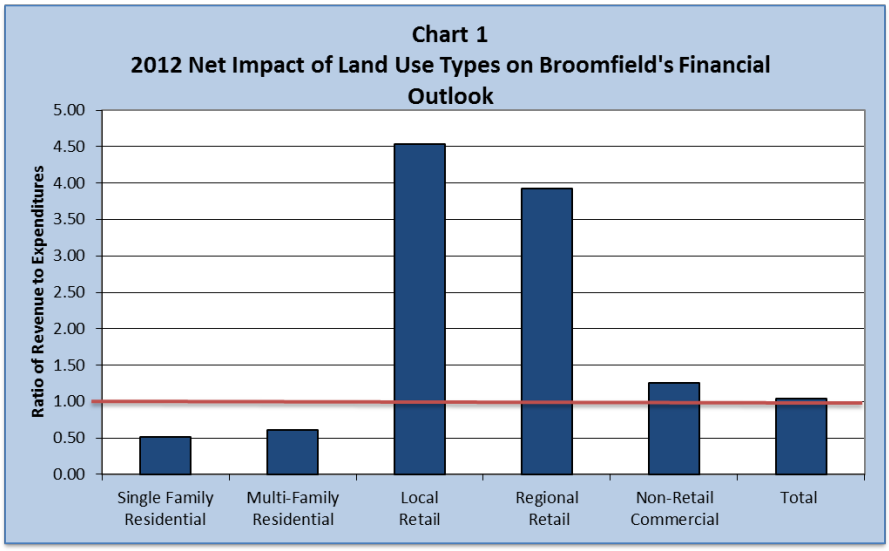
Approach

This financial model is intended to enable the City Council and staff to step back from the short-term incremental process of the annual budget to study the current and long-term financial impacts of land use development and related strategies. The updated Financial Plan will also assist in developing and communicating strategic revenue and expenditure goals beyond the one-year budget cycle, and even the five-year forecast planning cycle.

The Financial Plan links land use and financial planning by coordinating financial planning with the Comprehensive Plan's land use categories. This integration allows prudent planning for existing and future land use needs, and associated costs of providing services, and ensures Broomfield remains a financially healthy and sustainable community that can afford to maintain existing levels of service at land use build-out.

Land use affects finances. Residential land use has a mixed net impact on Broomfield's financial outlook. That is, residential areas cost more to provide services to than Broomfield receives in taxes and revenues generated by those areas. In the following chart, the single-family and multi-family residential provide 51 cents and 61 cents, respectively, of revenue for every dollar Broomfield spends on the cost of services for these land use categories. Yet the residential land use is an important component for growth in the retail and commercial land uses that have positive net impacts on Broomfield's financial outlook. Retail and commercial areas generate more in taxes and revenues than it costs Broomfield to provide services to those areas. It is the combination of these net impacts that determines Broomfield's overall financial outlook.

A ratio of 1.00 (shown by the red line on the chart to the right) indicates that revenues generated by the land use are equal to the cost of services allocated to the same land use. Ratios greater than 1.00 indicate a net positive ratio of revenues to expenditures; ratios less than 1.00 indicate services cost more than revenues generated.

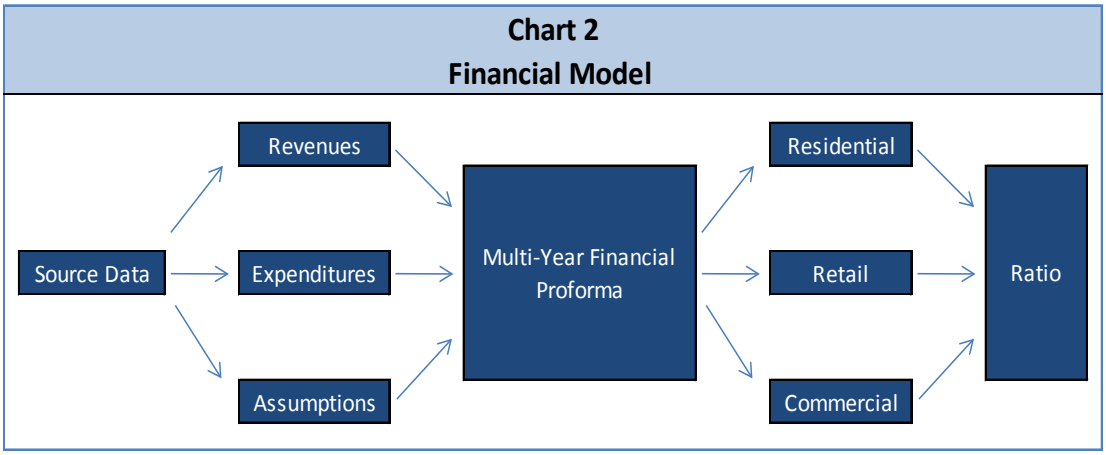


The total land use ratio in 2004 was 1.02, and in 2008 it was 1.11. In 2012, it was 1.04. This means that in 2012, for every $1.00 of expenditures, Broomfield received $1.04 in revenues. At build-out, the 2013 Financial Plan projects the ratio to be 1.08. (Build-out ratios for the 2004 and 2009 Financial Plans were 1.11 and 1.08, respectively.)

For the 2013 Update, additional analysis distinguished the cost of service differences between single-family and multi-family residential units. This was done to accommodate changes in the type of housing units demanded by the market and to determine how demographics indirectly affect Broomfield's financial health.

Financial Model

In order to continuously monitor Broomfield's financial health as land use decisions are made by City Council, the Financial Plan contains an interactive model that can be used to evaluate the financial impacts of the land use decisions. The model includes general governmental-type fund operating and capital revenues and expenditures, staffing projections, and long-range financial projections. Revenue and expenditure data included in the models include: 2012 (actual numbers), 2013 and 2014 (budget numbers), and projections until build-out. The key output of the model is the annual *Revenue to Expenditure Ratio* explained earlier. An illustration of how the financial model is built is shown below in Chart 2.



Broomfield's Financial Health

The Financial Model indicates that Broomfield is financially healthy and, barring any significant deviations from planned uses of land or other major assumptions in the Financial Plan, is expected to maintain and sustain this health. This is largely due to sound fiscal practices, including:

- Projecting revenues conservatively
- Providing affordable service levels

- Funding ongoing, operating expenditures with ongoing, operating revenues
- Funding maintenance and replacement of capital equipment and infrastructure adequately
- Promoting a diversified mix of revenues
- Promoting a desired mix of land uses
- Ensuring growth pays for its own way
- Maintaining healthy levels of operating and debt service reserves
- Maintaining reserves for specific purposes, such as transportation improvements and facility expansion

Land Use Projections

Land use has been projected based on the Comprehensive Plan and Community Development's projections. Each development area was analyzed for potential revenue and the cost of providing the same service level as Broomfield currently provides. Chart 22 projects the land use by the five categories used in the ratio charts. The growth in the projected land use categories are associated with current plans and is, generally, located in developments in Arista, Interlocken, and the northeast quadrant of Broomfield (North Park, Palisade, Northlands, and the areas east of I-25).

Chart 22
Square Feet by Land Use Type
Projection to Build-Out

	Major Land Use Categories						
Year	Single Family Residential	Multi-Family Residential	Total Residential	Commercial Local Retail	Commercial - Regional Retail - Malls	Commercial - Non retail	Total Residential & Commercial
2015	36,969,750	10,593,000	47,562,750	2,222,500	2,949,130	13,730,200	66,464,580
2020	40,662,000	13,658,000	54,320,000	2,902,500	4,333,130	20,852,200	82,407,830
2025	42,912,000	16,124,000	59,036,000	3,137,500	5,220,130	26,471,200	93,864,830
2030	44,190,000	17,624,000	61,814,000	3,177,500	5,895,130	31,302,200	102,188,830
2035	44,865,000	18,724,000	63,589,000	3,177,500	7,018,130	37,587,616	111,372,246
Projected Build-out	44,865,000	18,724,000	63,589,000	3,177,500	7,018,130	47,169,283	120,953,913

The largest period of growth in the residential land use category is projected to occur from 2016 through 2025 (over eleven million square feet of new residential property). Development forecasts for projects in the Interlocken, Anthem, North Park, Lambertson Farms, Great Western Park, and Sheridan Highlands areas account for this increase.

Commercial land use development projected through build-out is more evenly split in the incremental periods shown above – with the 2016 through 2020 time frame showing the largest increase in commercial square feet of development. The largest contributors to this development forecast include North Park, Arista, Interlocken, and several other development areas in the northeast quadrant of Broomfield.

Chart 23 Broomfield's Land Use Types and Acreage Amounts				
Major Land Uses	Current		Projected Build-Out	
	Acres	% of Total	Acres	% of Total
Residential	8,138	34%	8,727	37%
Office/Industrial/Non-Retail	1,098	5%	4,521	20%
Local Retail	152	1%	447	2%
Regional Retail/Malls	267	1%	340	1%
Open Lands*	7,680	32%	9,866	40%
Undeveloped Private Lands	6,566	27%	-	0%
Total	23,901	100%	23,901	100%

*Includes Boulder County IGA Open Lands

As shown above, the allocation of land use by build-out is expected to grow mainly in the Retail/Commercial and Open Lands designations, consistent with the Comprehensive Plan. Residential land use is expected to grow from 34% to 37% of total land use, Retail/Commercial is expected to increase from 7% to 23% of total land use, and Open Lands are projected to reach the goal of 40% of total land use.

Revenue and Expenditure Projections

In Broomfield, a diverse revenue base, consistent economic growth, and conservative budget practices have all contributed to revenue growth that exceeds the rate of expenditure growth. As noted in Chart 25, Broomfield's actual ratio of revenues to expenditures meets or exceeds 1.0 every year – an indicator of consistently solid overall financial health. The ratio fluctuations over time are mostly due to the timing of capital investments.

Chart 25 Summary of Revenues and Expenditures Governmental Funds, 2004 to Projected Build-out			
	Total Revenues	Total Expenditures	Ratio
2004	$ 103,280,208	$ 101,029,598	**1.02**
2008	$ 131,265,112	$ 118,196,896	**1.11**
2012	$ 126,843,708	$ 121,610,229	**1.04**
2015	$ 141,524,546	$ 141,524,546	**1.00**
2020	$ 191,112,517	$ 184,693,317	**1.03**
2025	$ 232,295,113	$ 232,295,113	**1.00**
2030	$ 340,482,185	$ 319,982,185	**1.06**
2035	$ 369,619,719	$ 317,606,629	**1.16**
Projected Build-out	$ 409,512,774	$ 379,921,006	**1.08**

Revenue to Expenditure Ratio

The Financial Model projects the ratio of revenues to expenditures at build-out, as shown in Chart 27 on the following page. Based on the amended Comprehensive Plan, it is projected that Broomfield can maintain a ratio of revenues to expenditures of 1.08. This is the same ratio that was projected at build-out in the 2009 Update. It is higher than the 2012 Actual ratio of 1.04, because land use at build-out includes a higher percentage of commercial and retail usage.

Chart 27
Financial Model For General Government Fund Types
Projected Build-out

SUBJECT	Major Land Use Categories						Total
	Single Family Residential	Multi-Family Residential	Commercial Local Retail	Combined Residential plus Local Retail	Commercial - Regional Retail - Malls	Commercial - Non retail	
Base Data							
Population	57,461	38,039		95,500			95,500
Square feet of Buildings	44,865,000	18,724,000	3,177,500	66,766,500	7,018,130	47,169,283	120,953,913
Revenues							
Sales Tax	$0	$0	$66,241,958	$66,241,958	$87,809,106	$0	$154,051,064
Property Tax	$32,663,280	$5,862,640	$3,350,080	$41,876,000	$9,212,720	$32,663,280	$83,751,999
Other Revenues	$102,439,967	$28,948,242	$5,282,162	$136,670,371	$10,459,556	$24,579,784	$171,709,711
2012 Per Capita Base	$135,103,247	$34,810,882	$0	$169,914,129	$0	$0	$169,914,129
2012 Per Square Foot of Building Base	$0	$0	$74,874,199	$74,874,199	$107,481,382	$57,243,063	$239,598,645
Total Revenues	$135,103,247	$34,810,882	$74,874,199	$244,788,328	$107,481,382	$57,243,063	$409,512,774
% of Total	33%	9%	18%	60%	26%	14%	100%
Units							
Revenue Per Capita	$2,351	$915	$0	$1,779	$0	$0	$1,779
Revenue Per Square Foot of Buildings	$0	$0.00	$23.56	$23.56	$15.31	$1.21	$4.18
Expenditures							
Operating	$158,609,496	$45,212,362	$11,762,595	$215,584,453	$17,814,680	$27,392,283	$260,791,416
Debt	$5,109,450	$1,216,536	$324,410	$6,650,396	$567,717	$892,126	$8,110,239
CIP	$63,470,176	$13,943,292	$5,126,339	$82,539,806	$8,179,415	$20,300,130	$111,019,351
Total Expenditures	$227,189,122	$60,372,190	$17,213,343	$304,774,655	$26,561,812	$48,584,539	$379,921,006
% of Total	60%	16%	5%	80%	7%	13%	100%
Units							
Expenditures Per Capita	$3,954	$1,587	$0	$3,191	$0	$0	$3,191
Expenditures Per Square Foot	$0	$0.00	$5.42	$5.42	$3.78	$1.03	$1.61
Revenues Less Expenditures							
@ 2012/Capita Base (Residential)	($92,085,875)	($25,561,308)	$0	($117,647,183)	$0	$0	($117,647,183)
@ 2012/Square Foot of Buildings Base (Commercial/Retail)	$0	$0	$57,660,857	$57,660,857	$80,919,570	$8,658,524	$147,238,951
Total Revenues Less Expenditures	($92,085,875)	($25,561,308)	$57,660,857	($59,986,326)	$80,919,570	$8,658,524	$29,591,768
Ratio of Revenues to Expenditures	**0.59**	**0.58**	**4.35**	**0.80**	**4.05**	**1.18**	**1.08**

Utility/Enterprise Fund Plan

The Utility Funds include the Water Fund, Sewer Fund, and Water Reclamation (Reuse Water) Fund. These funds are referred to as the Enterprise Funds. The revenues generated by these funds, such as service fees and connection fees, pay for the expenditures incurred by these funds. No tax dollars are used to support these funds. Connection fee revenues pay for the cost of expanding the utility infrastructure system, thus enabling growth to pay its own way.

The Financial Plan for the Enterprise Funds is similar to business plans in the private sector. The plan contains projections for future years based on incremental increases in revenues and expenditures to meet the projected build-out in the Utilities Master Plan, similar to the General Government funds discussed earlier in the report.

A utility capital improvement plan has been developed to coordinate Broomfield's Utilities Master Plan (Master Plan) and serve the utility needs of Broomfield. Each utility fund has a Master Plan that identifies the resources planning that have been conducted to ensure that Broomfield has the resources to meet its

anticipated demands and identifies the water, sewer, and reclaimed water infrastructure that is projected to meet the City and County's needs. Without major investments in the utility systems to meet customer demands through build-out, the Master Plan cannot be completed.

In order to serve Broomfield's water needs at build-out, five significant projects are necessary:

- Acquisition of additional water rights
- A reservoir and pump station in the vicinity of the water treatment plant
- A reservoir to store water received from Windy Gap
- Construction of the local Broomfield reservoir
- Expansions of the water treatment plant

In order to serve Broomfield's *sewer* needs at build-out, construction of sub-basin infrastructure in northeast Broomfield and expansions of the treatment plant will be necessary. New clean water standards for temperature and nutrients will also require Broomfield to construct additional sewer treatment facility improvements.

This appendix is a summary of the Long Range Financial Plan. The full version can be found on the City and County of Broomfield's website at http://www.broomfield.org.

APPENDIX I

SEA Performance Data

CITY AND COUNTY MANAGER

The City and County Manager's Office works in partnership with City Council, the community, and City and County departments to further the goal of providing excellent services in an efficient, effective, respectful, and courteous manner to enhance and protect the quality of life of Broomfield's citizens.

CITY AND COUNTY MANAGER

The City and County Manager, appointed by the City Council, is the chief administrator of the City and County of Broomfield, coordinating all phases of municipal operations. The City and County Manager assists Council in accomplishing its annual and ongoing priorities, performs policy research, assists in identifying areas requiring legislative policy decisions, pursues community and economic development, and prepares recommendations and alternative courses of action for the Council's consideration. The Manager's Office also develops and implements strategic plans for developing necessary resources and for attaining City and County goals.

The City and County Manager is responsible for providing the necessary resources to administer all Broomfield governmental operations and appoints the heads of City and County departments. Program activities include directing and coordinating all phases of municipal and county operations, including the City's water and wastewater service utilities; assisting all departments with the implementation of existing programs as well as new Council decisions and directives; conducting fiscal and operational analyses of programs and administrative procedures; and developing strategic plans for serving Broomfield citizens and businesses now and in the future. The Manager's Office provides guidance in development of leadership and staff development programs

Prior Year Accomplishments

- Comprehensive Water Use Plan – Provide sufficient water supply for Broomfield in a predictable, financially, and environmentally efficient and responsible manner.
  - The City Council was kept informed on the progress of elements of the Comprehensive Water Use Plan, including the status of the Windy Gap Reservoir EIS. The US Bureau of Reclamation is expected to issue a Record of Decision on the Final Environmental Impact Statement for the reservoir project after carriage contract negotiations are completed, hopefully in 2014, and engineering design can begin in 2015.
  - Staff continues to monitor and evaluate the market for water rights to determine opportunities for acquisition.
  - Reports on snowpack and reservoir storage were presented to the Council on a regular basis. July, August, and September precipitation favorably impacted Broomfield's water supplies.
- Economic Development Strategic Plan – Strengthen Broomfield's financial position and increase job opportunities by updating and implementing the Economic Development Strategic Plan which includes supporting and retaining existing businesses, supporting the start-up of new businesses including unique retail and dining establishments, and encouraging the relocation of businesses to Broomfield.
  - Forty companies announced expansion or relocation to Broomfield with approximately 791 jobs expected and $31.7 million in capital investment.
  - Through the Business Retention and Business Walk programs; the Mayor, staff from the City and County of Broomfield and the Broomfield Business Resource Center met with

94 businesses to develop relationships, improve the local business climate and to retain and strengthen Broomfield-based companies.
  - North Metro SBDC continued to see increases in customers served and advising sessions. This resulted in 144 Broomfield customers being served through 485 advising sessions totaling 623 hours with five new business starts, 28 jobs created and/or retained, and approximately $888,000 in capital investment.
  - The BRC held 28 Business Development seminars with 422 attendees and 1,611 jobs represented, and over $242,000 in projected capital investment.
  - Broomfield Workforce Center had 26,173 customer visits, posted 6,350 jobs for the local area, and hosted 65 hiring events.
  - Staff met with several unique retailers & restaurants regarding future development opportunities. The following businesses opened in Broomfield: Five Guys Burger & Fries, Mrs. Fields/TCBY joint research and development project, Larkburger, Wonderland Brewing Company, Garden Ridge, Kitchen Coop food manufacturing (highlighted in the Wall Street Journal), and others.
  - Staff continued to market Broomfield through special events and activities including a "State of the City" update to the Asian Chamber of Commerce, and co-sponsoring the 2013 Mercury 100 Fastest Growing Private Companies in the Boulder Valley event.
  - Partnered with the Metro North Chamber of Commerce to host a forum on business attraction and marketing for growth for the Northwest Metro Denver region, co-sponsor for the Broomfield Small Business Summit, economic development update to the Commercial Brokers of Boulder, and attended the International Council of Shopping Centers Conference, where they met with retailers, property owners, developers, etc., in an effort to increase retail sales and attract new business to Broomfield.
  - Broomfield was recognized by CNN Money as one of the top 25 counties for "Where the Jobs Are." Denver-Aurora-Broomfield was ranked the 15th best performing metropolitan area in 2013 – Where America's Jobs are Created and Sustained, by the Milken Institute and Forbes Magazine recognized Denver-Aurora-Broomfield as one of the top 10 nationally for the "Best Big Cities for Jobs in 2013."
  - Meetings were held with property owners and potential development partners regarding the re-use of Target and K-Mart properties. The Target property was subsequently acquired by Garden Ridge, who located their home décor superstore at this location.
  - Work continues with the new owners of the Flatiron Marketplace to reposition and redevelop this commercial area in Broomfield. Staff worked closely with management of the FlatIron Crossing Mall on the repositioning of The Village area. This included demolition of several buildings, and creating additional parking, landscaping and walkways to provide stronger pedestrian connections to and from the mall to the Village area and positioning the area to add more retail and restaurants in the future.. The mall continues to remodel, renew leases and add new stores.
  - The City Council discussed and agreed upon metrics to assess the success of Broomfield's
  - Economic Development efforts.
- Financial Management – Position Broomfield in the optimum financial position, short, medium, and long-term.
  - Staff met with City Council to review BURA plans for debt management for the 1STBANK Center.
  - The updated Long-Range Financial Plan was presented and adopted by the City Council.
  - Per City Council direction, $11.2 million of net operating revenues were transferred to reserves for "pay-as-you-go" approach to address the overall capital improvement program.

  - Staff prepared information and site analysis for Council's review regarding the proposed new Health & Human Services building, proposed for opening in May 2015. Land acquisition is underway. The 2014 budget also began to set aside funding for a new Norman Smith Public Works service facility.
- Student Engagement – Increase participation in, and contribution to, Broomfield City and County government by students from public and private Broomfield schools in all school districts.
  - Principals from Legacy High School, Broomfield High School, Standley Lake High School, Jefferson Academy, and Holy Family High School individually appeared before the City Council to present information about their schools and student activities. (In most cases the principals brought along a student ambassador.)
  - The Broomfield Workforce Center, in partnership with the Future Business Leaders of America and the Broomfield Human Resources Department, held the 10th Annual youth Job and Career Fair. Over 250 area youth attended the very successful event.
  - Broomfield Human Resources Department visited Legacy High School to present information on applying and interviewing for jobs.
  - The Broomfield Teen Council was formed and has been meeting twice a month. The enthusiastic teens have met with elected officials and explored real-life issues as a means to better understand the political process. The teens continue to establish themselves as youth representatives in our community, and also served as student judges assisting our Elections Department on Election Day.
- Transportation Project Advancement – Improve transportation infrastructure to address congestion, safety and convenience, and increase transportation choices for Broomfield residents and businesses.
  - Results of consultant's analysis for improvements to W. 144th Avenue were presented to the City Council. Funding for improvement design was included in the 2014 budget along with the beginnings of a reserve fund for full improvements to W. 144th avenue. The Council also plans to provide funding for additional improvements at the S. 120th Avenue, Aspen Street and Sheridan Blvd intersections as part of the 2015 budget.
  - Work with CDOT continues toward completion of design and construction for Phase 2 of the West 120th Avenue Connection. Relocation of a railroad siding was added to the scope of the project, and pushed the timeline for advertising construction bids to early summer of 2014.
  - Work with the state to support the US 36 Managed Lane project is proceeding, with completion scheduled for early 2015.
  - The new W. 112th Avenue and Uptown Avenue at Wadsworth bridges have opened.
  - CDOT's I-25 Planned Environmental Linkage Study was completed with the assistance of neighboring communities.
  - Broomfield representatives have been appointed to and are participating in RTD's Policy and Technical Advisory Committees for the North Area Mobility Study which includes US 36 and Northwest rail.
  - A draft application was submitted to CDOT for the RAMP program and High Performance Transportation Enterprise for funding to extend the Northwest Parkway; however, it is unlikely that the NWP can further pursue this funding due to the fact that private equity or financing is not available at this time under the terms of the Concession Agreement.
  - Bicycle and vehicle safety plans for Midway Blvd., from Sheridan to Lowell was presented to the City Council. With Council's concurrence, the plan is being implemented.
  - Negotiations with Westminster are complete, and an IGA approved for improvements to Lowell Blvd., Midway to W. 120th Avenue. The project is expected to bid in spring 2014.
  - Engineering proposals have been received for the Lowell improvement project (W.

136th to Midway). Staff anticipates completion of the project in 2015.
  - Broomfield elected officials and staff participated in statewide discussions on transportation funding. Discussion continues with prioritization of metro-area projects needing funding. Although polling results were not favorable for a statewide sales tax increase to fund transportation, regional discussions are expected to continue.
- Other Accomplishments
  - Published the first "Community Report" for residents and businesses highlighting initiatives underway and providing simplified perspectives on city and county finance aimed at a household audience.
  - Provided Research, organized public meetings, provided recommendations and ultimately coordinated election regarding the issue of backyard chickens.
  - Prepared meeting materials and administered the affairs of the Northwest Parkway Public Highway Authority
  - Performed research & provided background information on issues related to practices of the oil and gas industry
  - Organized a Town Hall meeting and engaged citizens concerning the question of "fracking" and regulations concerning oil and gas wells
  - Recommended improved oil and gas regulations
  - Hosted visiting delegates from Ueda, Japan – Broomfield's Sister City
  - Prepared annual budget per Council's direction
  - Provided orientation to newly elected officials

ECONOMIC DEVELOPMENT

To promote the economic vitality of Broomfield by creating and preserving jobs, supporting business growth, and enhancing the City and County's revenue base.

ECONOMIC DEVELOPMENT

The Economic Development department delivers effective and innovative services while soliciting, attracting, and securing new and expanded retail, commercial, office, and industrial developments and tenants. The department also works with many partners including the Broomfield Chamber of Commerce to retain existing businesses and support our entrepreneurial community in order to provide for the sound growth of Broomfield's tax base and for the economic stability of the community.

Strategic Outcome – Economic Vitality

GOAL 1: Enhance the City and County's revenue base.

- Increase revenue from sales taxes to reinvest in community services and infrastructure.
  - Continue efforts to preserve the viability of existing commercial and retail centers.
  - Expand regional shopping opportunities in Broomfield.

Economic Development	Type	Actual 2010	Actual 2011	Actual 2012	Actual 2013	Revised 2014	Projected 2015
% of change in annual Sale Tax*	Output	12.43%	4.93%	5.42%	1.23%	2.83%	2.30%

*Source – Monthly Revenue Report

Prior Year Accomplishments

- Sales tax revenue collection for 2013 was $47,218,660.

Strategic Outcome – Economic Vitality

GOAL 2: Support business growth through the creation and retention of high-quality jobs, focusing on key business sectors.

- Focus on marketing business and investment opportunities, attracting primary employers and increased job opportunities.
  - Develop a Broomfield business retention and expansion program.
  - Support proactive recruiting of targeted primary employers.
  - Attract manufacturing companies to Broomfield and support existing ones.

Economic Development	Type	Actual 2010	Actual 2011	Actual 2012	Actual 2013	Revised 2014	Projected 2015
Number of New Prospects and Inquiries Contacted	Output	N/A	N/A	50	78	50	50
Number of New Prospects Recruited	Output	N/A	N/A	N/A	N/A	15	15
Number of New Businesses Attracted to Broomfield	Effectiveness	N/A	N/A	N/A	5	3	5
Number of New Jobs Created	Effectiveness	N/A	N/A	N/A	28	490	200
Amount of Capital Investment	Effectiveness	N/A	N/A	N/A	$ 242,522	$12,889,000	$3,000,000

Prior Year Accomplishments

- Forty companies announced expansion or relocation to Broomfield with approximately 791 jobs expected and $31.7 million in capital investment.
- Business Retention and Business Walk programs - the Mayor, staff from the City and County of Broomfield, and the Broomfield Business Resource Center met with 94 businesses to develop

relationships, improve the local business climate, and retain and strengthen Broomfield-based companies.

Strategic Outcome – Economic Vitality

GOAL 3: Support the creation and sustainability of small businesses and foster an environment for entrepreneurial growth.

- Continue to support the Broomfield Resource Center to assist existing and emerging businesses.
  - Offer educational programming to foster growth, development, entrepreneurship, and strategic relationship-building among the business community.
- Establish a competitive edge by attracting emerging local and national companies.

Economic Development	Type	Actual 2010	Actual 2011	Actual 2012	Actual 2013	Revised 2014	Projected 2015
Number of Customers Served Through the BRC	Output	N/A	N/A	117	114	125	125
Number of Business Development Seminars	Output	N/A	N/A	8	18	10	10
Number of Businesses Attending Development Seminars	Output	N/A	N/A	250	348	300	300

Prior Year Accomplishments

- North Metro SBDC continued to see increases in customers served and advising sessions. This resulted in 144 Broomfield customers being served through 485 advising sessions, totaling 623 hours.

Strategic Outcome – Economic Vitality

GOAL 4: Facilitate community revitalization and drive growth and investment in targeted areas.

- Stimulate private investment and revitalized strategic commercial and retail developments.
  - Increase the quality of life and local spending and investments due to new development and redevelopment.

Economic Development	Type	Actual 2010	Actual 2011	Actual 2012	Actual 2013	Revised 2014	Projected 2015
Permit Valuation - Residential	Output	$ 38,508,670	$ 48,647,051	$ 60,397,164	$ 45,206,499	$157,327,062	$145,125,652
Permit Valuation – Multi-Family	Output	$ 3,383,749	$ 7,336,214	$ 5,197,176	$141,158,385	$ 1,676,400	$ 47,472,000
Permit Valuation - Commercial	Output	$ 66,554,102	$ 10,816,262	$ 25,850,442	$ 13,967,929	$ 1,823,050	$ 19,064,940

Prior Year Accomplishments

- Total permit valuation for 2013 was $200,332,813, a 19% increase from $199,444,782 in 2012.

Strategic Outcome – Economic Vitality

GOAL 5: Facilitate connections between people and jobs.

- Improve well-being as a result of increased wealth of Broomfield citizens due to greater employment and training opportunities.
  - Support efforts to provide local employers with an appropriately trained workforce.
- Measure the overall health and well-being of the economy.

Economic Development	Type	Actual 2010	Actual 2011	Actual 2012	Actual 2013	Revised 2014	Projected 2015
Number of Hiring Events	Output	N/A	N/A	N/A	N/A	53	50
Number of Customer Visits to the Workforce Center	Output	N/A	N/A	N/A	N/A	10,000	10,000
Number of Jobs Posted	Output	N/A	N/A	N/A	1,499	1,820	2,000
Unemployment Rate	Effectiveness	7.89%	7.60%	7.10%	6.80%	5.80%	5.30%

Prior Year Accomplishments

- Broomfield Workforce Center had 26,173 customer visits, posted 6,350 jobs for the local area, and hosted 65 hiring events.

Strategic Outcome – Economic Vitality

GOAL 6: Promote and pursue investment in transportation infrastructure.

- Develop a comprehensive and sustainable multi-modal transportation system.
  - Seek regional, state, and federal funding for transportation capacity improvements.
  - Continue to work to implement commuter rail, bus rapid transit, and local transit services.
  - Continue support for the completion of the Jefferson Parkway.

Strategic Outcome – Economic Vitality

GOAL 7: Promote the City and County of Broomfield

- Develop an integrated community branding and communication strategy.
  - Develop new and enhanced electronic and print materials and branding strategy.
- Review and update the Economic Development Strategic plan.
- Support retail retention and growth with the shop local campaign.
- Promote and market the region through special events and activities.

Economic Development	Type	Actual 2010	Actual 2011	Actual 2012	Actual 2013	Revised 2014	Projected 2015
Total Vacancy Rate for Office	Effectiveness	12.20%	13.00%	12.90%	14.60%	12.40%	10.00%
Total Vacancy Rate for Industrial	Effectiveness	10.60%	12.40%	9.70%	5.90%	5.20%	4.50%
Total Vacancy Rate for Retail	Effectiveness	4.90%	6.90%	12.40%	11.50%	10.30%	13.00%
Total Vacancy Rate for Multi-Family	Effectiveness	12.00%	6.90%	3.20%	2.90%	5.00%	6.00%

PERFORMANCE AND INTERNAL AUDIT

Support the mission of the City and County of Broomfield by promoting transparency, accountability, and continuous improvement through excellence in assurance and advisory services.

PERFORMANCE AND INTERNAL AUDIT

Performance Audits will be performed to provide assurance or conclusions based on an evaluation of sufficient, appropriate evidence against stated criteria, such as specific requirements, measures, or defined business practices. The type of audit services will generally focus on one, or a combination of, the following:

Program effectiveness and results - objectives are frequently interrelated with economy and efficiency objectives. Objectives that focus on program effectiveness and results typically measure the extent to which a program is achieving its goals and objectives. Economy and efficiency objectives address the costs and resources used to achieve program results.

Internal controls - objectives relate to the assessment of organization's system of internal controls that are designed to provide reasonable assurance of achieving effective and efficient operations, reliable financial and performance reporting, or the safeguarding of assets.

Compliance - objectives relate to compliance criteria established by laws, regulations, contract provisions, grant agreements, and other requirements that could affect the acquisition, protection, use, and disposition of the entity's resources and the quantity, quality, timeliness, and cost of services the entity produces and delivers.

Prospective analysis - objectives provide analysis or conclusions, about information that is based on assumptions about events that may occur in the future along with possible actions that the audited entity may take in response to the future events.

The Performance and Internal Auditor also conducts non-audit services. The type of non-audit services will generally focus on one, or a combination of, the following:

Special Review – an unscheduled, narrowly-focused review on a specific topic requested by the City and County Manager's office. These reviews are usually in response to a current event or concern expressed by management that requires attention in a timely manner.

Business Process Improvement Projects - projects that follow a prescribed methodology to improve a business process or a specific step within a given process.

Project Observation - consult with departments on projects to evaluate the current state of departmental or functional operations in order to identify deficiencies and recommend improvements.

Strategic Outcome – Responsive and Fiscally Responsible Government

GOAL 1: Deliver informative and useful audit reports.

- Produce informative audit recommendations that enhance the efficiency/effectiveness of operations and the internal control structure of the organization.

Internal Audit	Type	Actual 2010	Actual 2011	Actual 2012	Actual 2013	Revised 2014	Projected 2015
Published Recommendations Disagreed Upon by Management	Effectiveness	N/A	N/A	0	0	0	0

Prior Year Accomplishments

- Management agreed with all published audit recommendations.

Strategic Outcome – Responsive and Fiscally Responsible Government

GOAL 2: Improve operational efficiencies and effectiveness by providing quality assurance, advisory and process improvement services that result in the creation of new, collaborative ideas that promote fiscal responsibility.

- Carry out the annual project plan that was prepared with executive management input and approved by the City and County Manager, with the goal of having the current year projects completed by the end of the calendar year.
- Schedule projects with the areas identified within the project plan (ongoing).
- Conduct projects of the areas identified within the annual projects plan (ongoing).
- Remain flexible and open to the changing priorities of the City and County of Broomfield.
- Adjust and reprioritize the annual project plan to accommodate the most urgent needs of the City and County of Broomfield.
- Serve in a management advisory capacity by providing professional insight on issues that affect operational efficiencies and effectiveness, as well as the application of accounting, financial, and other internal controls necessary to accomplish City and County of Broomfield objectives in compliance with policies and procedures, regulatory requirements, and sound business practices.
- Participate in meetings and discussions upon the request of Executive Staff.

Internal Audit	Type	Actual 2010	Actual 2011	Actual 2012	Actual 2013	Revised 2014	Projected 2015
Budgeted Available Hours (Net of Vacation, Sick, & Holidays)	Input	N/A	1,768	1,765	1,753	1,808	1,808
Audit Hours	Output	N/A	1,270	1,308	1,423	1,416	1,416
Percentage of Administrative Time	**Effectiveness**	**N/A**	**29.55%**	**26.46%**	**18.39%**	**22%**	**22%**

Prior Year Accomplishments

- Performed four performance audits, two special reviews, and two business process improvement project.
- Developed Six Sigma/Lean Thinking training curriculum.
- Formed and trained Broomfield Improvement Team (BIT).

Strategic Outcome – Responsive and Fiscally Responsible Government

GOAL 3: Maintain a high level of professional competency to help ensure audit projects are conducted in accordance with Generally Accepted Government Auditing Standards (GAGAS).

- Obtain the continuing professional education (CPE) required by GAGAS and the Colorado State Board of Accountancy.
- Maintain the Certified Public Accountant (CPA) certification.

Internal Audit	Type	Actual 2010	Actual 2011	Actual 2012	Actual 2013	Revised 2014	Projected 2015
Professional Certifications	Output	N/A	2	2	2	2	2
Continuing Professional Education Hours	Output	N/A	59	38	41	40	40

Prior Year Accomplishments

- Obtained qualifying continuing professional education required for CPA license in good standing.

Strategic Outcome – Responsive and Fiscally Responsible Government

GOAL 4: Develop and produce an Annual Project Plan.

- Present a project plan that adequately communicates the risks-based needs of the City and County of Broomfield.
- Update the Annual Project Plan by the end of the calendar year.
- Conduct an annual risk assessment through interviews with executive staff members during the calendar year.

Prior Year Accomplishments

- Risk assessment was conducted with Departments Heads.
- Draft 2014 Project Plan prepared.

CLERK AND RECORDER

Deliver to the citizens of Broomfield a wide range of services in a prompt, courteous manner.

CITY CLERK

The City Clerk division prepares and distributes Council meeting agendas, packets, minutes, and action taken documents. The division also provides access to Council archives, issues liquor licenses, manages central mailroom and central office supplies, and supports Elections and Board of Equalization functions.

Strategic Outcome: Responsive and Fiscally Responsible Government

Goal 1: Provide central mailroom services to internal customers.

- Operate an efficient, cost-effective citywide mailing service.
  - Answer other departments' postal concerns as questions arise.
  - Review new information with all departmental postal representatives as changes occur.

City Clerk	Type	Actual 2010	Actual 2011	Actual 2012	Actual 2013	Revised 2014	Projected 2015
Pieces of Mail Processed (Monthly Average)	Output	16,241	15,521	14,734	14,249	14,195	14,195
Number of Mail Room Related Inquiries from Other Departments/Divisions	Output	68	57	91	76	75	75
Number of Notices to Departments About Postal Changes	Output	0	1	1	1	2	1

Prior Year Accomplishments

- Expanded cross-training to include one additional Clerk and Recorder employee to post outgoing mail.

Goal 2: Provide a variety of licensing services to external customers.

- Make licensing information available to the external customer for ease in processing applications.
  - Update licensing information and instructions for application on the website as needed.
  - Provide information to front desk for initial external customer contact.

City Clerk	Type	Actual 2010	Actual 2011	Actual 2012	Actual 2013	Revised 2014	Projected 2015
Number of Liquor License Applications	Output	191	209	197	193	200	200
Number of Local Licensing Authority Meetings	Output	11	12	12	12	11	12
Number of Miscellaneous Licenses (Solicitor, Trash Hauler, etc.)	Output	154	89	80	76	80	80

Prior Year Accomplishments

- Completed the City Clerk website to include licensing instructions and applications for all licenses administered by the City Clerk's Office.

Goal 3: Archive and provide efficient access to city records, provide required services by the City Clerk's office, and achieve personal development by all City Clerk Staff.

- Continue working with part-time staff to scan old documents.
- Continue to place all items on the database system for easy retrieval of documents.

- Attend trainings related to job performance (liquor licensing, web updates, Board of Equalization).
- Train with senior staff members.

City Clerk	Type	Actual 2010	Actual 2011	Actual 2012	Actual 2013	Revised 2014	Projected 2015
Council Agenda Memos Processed	Output	384	410	434	431	430	430
Number of Council Resolutions	Output	163	185	215	178	190	190
Number of Ordinances	Output	22	32	27	53	30	30
Number of PDF Pages	Output	7,103	8,165	11,041	8,898	8,801	8,801
Number of Publications	Output	181	205	188	224	185	200
Phone Calls (Monthly Average)	Output	814	712	646	682	679	679
Number of Hours from Last Agenda Received to Time Packet Completed (Monthly Average) (2)	Output	1	1	N/A	N/A	N/A	N/A
Hours Between Packet Completion and Web Posted (Monthly Average) (2)	Output	1	1	N/A	N/A	N/A	N/A
Number of Documents Scanned by Part-time and CRO Staff	Output	881	244	241	815	N/A	N/A
Number of Web Updates	Output	118	115	112	126	130	130
Number of Documents placed in database	Output	939	1,149	1,228	2,066	2,066	2,066

(2) Discontinued tracking in 2012 since electronic versions prevail.

Prior Year Accomplishments

- Staff has archived a number of past Council, Board of Equalization, and Local Licensing Authority meeting packets in the City and County of Broomfield's historical database.
- Staff attended various training sessions including the Broomfield Leadership Academy.
- One staff member learned the Civic Plus computer program to create the City Clerk website.
- Three staff members learned the Civic Plus and Constant Contact computer programs in order to post City Council meeting agendas on the City's website.

ELECTIONS

The Elections division maintains voter registration rolls, administers Broomfield elections, and maintains candidate and political committee filings. This division is also responsible for voter education and outreach programs.

Strategic Outcome: Responsive and Fiscally Responsible Government

Goal 1: Promote, preserve, and improve citizen confidence in the democratic process within the City and County of Broomfield.

- Create a foundation of proficiency and professionalism within the Elections Division.
  - All full-time staff will have successfully completed a minimum of eight core classes and six elective courses towards the State Election Official Certification Program.
  - All full-time staff currently certified will complete continuing education requirements prior to the 2014 Primary Election.
  - Staff will strive to take a minimum of two training courses offered through Broomfield Human Resources.
  - Staff shall attend at least one, and preferably both, of the Colorado County Clerks Association Winter and/or Summer Conferences.
- Substantiate the accurate tabulation of voted ballots and certification of election results by Broomfield citizen representatives appointed by the local major political parties.
  - Conduct a successful public hardware diagnostic test, logic and accuracy test, and post-election audit of voting equipment for both the 2014 Primary and General Elections.
  - Strive to add additional members to the canvas board.

Prior Year Accomplishments

- Staff successfully completed continuing education requirements prior to the 2013 Coordinated Election and conducted a successful hardware diagnostic test, logic and accuracy test, and post-election audit.

Goal2: Promote, preserve, and improve transparency in the democratic process within the City and County of Broomfield.

- Provide ballot access and campaign finance support and education to candidates and the public.
  - Provide citizen initiative guides for placing a question on the ballot by petition.
  - Provide support to the two major political parties in the conduct of their precinct caucuses.
  - Make publicly available all campaign finance report filings.
  - Send timely reminders to candidates and issue committees prior to filing deadlines.
- Provide Broomfield voters information regarding registration and voting options in 2014.
  - Provide online lookup for ballot status.
  - Provide timely education on voter service and polling center locations and services available.
- Compile standard operating procedure guides for significant administrative procedures
- Provide voter access to critical election processes while providing for security of judges, equipment, materials, and voter privacy.
  - Provide designated public viewing areas for elections activities.
  - Offer live video streaming of elections activities on elections website.

Elections	Type	Actual 2010	Actual 2011	Actual 2012	Actual 2013	Revised 2014	Projected 2015
Number of New Voter Registrations	Output	1,703	1,481	3,639	1,682	2,000	1,600
Number of Voter Updates	Output	14,763	8,133	25,510	6,341	16,000	9,000
Number of Voter Cancellations	Output	258	292	188	333	300	350
Number of Contribution and Expenditure Reports Filed	Output	10	26	26	46	10	50

Prior Year Accomplishments

- Both candidate guides and citizen initiative guides were created and made available. Candidates successfully used guides to gain ballot access. Public group successfully used guide to place a municipal question on the ballot. Candidates and issue committees were notified prior to filing deadlines. Website was optimized with a voter lookup and also maps associated with sample ballots. Watchers were given unprecedented access to elections activities. Streaming video of ballot processing was provided on our website.

Goal 3: Promote, preserve, and improve voter education and outreach within the City and County of Broomfield.

- Support a diverse range of voter and voting educational opportunities for the citizens of Broomfield.
  - Develop an ongoing partnership with the Communications Team to enhance our social media presence through the year and provide the public regular updates on elections-related activities.
- Promote a diverse range of voter registration opportunities for the citizens of Bromfield.
  - Support online voter registration, in addition to in-person registration, within the City and County of Broomfield.
  - Fully implement new list maintenance opportunities to keep registrations current following an address change.

Elections	Type	Actual 2010	Actual 2011	Actual 2012	Actual 2013	Revised 2014	Projected 2015
Number of Polling Places Established*	Output	10	4	10	2	3	3
Number of Contribution and Expenditure Reports Filed	Output	10	26	26	46	10	50

*The number of polling places dropped to 7 after Council approved Voting Centers in 2006.

Prior Year Accomplishments

Elections video updated for 2013 and placed on website and Channel 8. Communications Team coordinated an election results public education system using website and social media.

MOTOR VEHICLE

The Motor Vehicle division issues vehicle titles, registrations, and temporary permits. For private vehicle sales, this division collects sales tax. For vehicle purchases where a lien is involved, this division is responsible for recording lien documents.

Strategic Outcome: Responsive and Fiscally Responsible Government

Goal 1: Collect, audit, and distribute all vehicle revenues.

- Generate, assess, and distribute revenue reports which meet internal deadlines and those set by statute.
- Analyze daily reconciliation reports submitted by staff and review bank deposit submissions.
- Evaluate employee balancing issues by providing the training and support needed for resolution.
- Recommend procedures and tools needed to meet the expectations and reduce the potential for future errors.
- Coordinate with the Financial Advisory Committee to improve audit policies.
- Continue to refine procedures to ensure compliance with the City and County internal audit policies.

Motor Vehicle	Type	Actual 2010	Actual 2011	Actual 2012	Actual 2013	Revised 2014	Projected 2015
Number of Vehicle Registrations Renewed	Output	56,120	56,575	56,785	57,344	58,213	58,795
Number of New Vehicle Registrations	Output	16,846	17,255	18,246	19,509	19,010	20,151
Total Number of Vehicle Registration Transactions	Output	77,886	78,473	79,895	81,817	83,122	84,618
Number of Vehicle Titles	Output	13,526	13,259	14,421	15,130	15,500	15,810
Number of Vehicle Title Transactions	Output	15,481	17,304	16,424	17,225	17,425	17,599
Number of Vehicle Permits	Output	4,997	4,962	4,955	5,140	5,243	5,295
Use Tax Collected on Vehicles	Output	$3,224,163	$3,566,640	$3,970,859	$4,352,513	$4,657,188	$4,960,905
Phone Calls (Monthly Average)	Output	1,249	1,323	1,209	1,320	1,340	1,355
Total Monthly Receipts	Output	$12,433,851	$13,833,730	$14,993,713	$16,126,843	$17,094,454	$18,120,121

Prior Year Accomplishments

- Implemented a cash tendering system to enhance bookkeeping functionality. Revised office procedures and workflow for the processing of chattel mortgages. These changes allow for enhanced audibility of individual transactions. Revised office procedures and workflow for incoming phone calls allowing the division to maintain minimal wait time.

Goal 2: Develop and demonstrate an enhanced and efficient quality control process.

- Provide staff with confidence in and knowledge of processes from beginning to end.
  - Have co-workers do a five-point review of documents for accuracy before the citizen leaves the office.

  - Rotate weekly schedules to include a "title check" duty to review all title applications before submitting to the Department of Revenue.
  - Rotate weekly schedules to include a "title batch" duty for cursory review of title types to be batched before submitting to the Department of Revenue.
- Maximize effectiveness of mail and postage.
- Exceed sales tax compliance standard as established by the internal audit procedures.

Prior Year Accomplishments

- Reviewed all documents before submitting to the Department of Revenue to ensure accuracy.
- Maximized effectiveness of mail and postage by establishing a new title batching rotation.
- In collaboration with the Department of Revenue, implemented daily sales tax audit report to determine any discrepancies in sales tax.

Additional Prior Year Accomplishments (Not Tied to Goals)

- Increased training classes and professional development of staff. Provided staff with revised training and updated instructions on new legislation.
- Enhanced website giving citizens the ability to access current state laws and requirements for motor vehicle issues.
- Condensed the DMV (Department of Motor Vehicle) main phone greeting in response to citizens' comments.
  Expanded communications of the Broomfield front line staff through the use of email on the Department of Revenue network.

BOARD OF EQUALIZATION

The Board of Equalization (BOE) division provides administrative support to the BOE process, including coordination and scheduling of all hearings, notification of hearing results, and creation of agendas, packets, and minutes for Board meetings.

Strategic Outcome: Responsive and Fiscally Responsible Government

Goal 1: Provide Broomfield taxpayers, Board of Equalization members, and Assessor's staff with efficient administrative support during the Board of Equalization protest period and for abatement hearings held throughout the year.

Board of Equalization	Type	Actual 2010	Actual 2011	Actual 2012	Actual 2013	Revised 2014	Projected 2015
Number of Protests	Output	0	N/A	29	156	30	158
Number of Meetings*	Output	0	N/A	7	6	7	6

*Previously Citizen's Advisory Committee Meetings were reported in the City and County Manager's Office.

Prior Year Accomplishments

- Assembled agenda packets and attended and transcribed minutes for six Board of Equalization meetings.
- Provided administrative support for four arbitration hearings requested by Broomfield taxpayers.

RECORDING DIVISION

The Central Records Office (CRO) records documents, receives property and sales tax payments, provides property assessment and utility billing information, issues marriage licenses and birth certificates, and registers voters. The CRO receives all parcels for City/County business and provides administrative support for multiple departments.

Strategic Outcome: Responsive and Fiscally Responsible Government

Goal 1: Archive and provide efficient access to recorded documents. Issuance of birth certificates in a convenient, secure, and cost-effective manner

- Maintain a 24-hour turnaround for all recorded documents.
- Process birth certificates in accordance with CDPHE guidelines.

Recording Division	Type	Actual 2010	Actual 2011	Actual 2012	Actual 2013	Revised 2014	Projected 2015
Number of Documents Recorded	Output	14,842	14,217	17,572	17,810	18,000	18,100
Number of Pages Recorded	Output	70,914	63,586	88,666	81,576	82,300	83,000
Phone Calls to Office (Monthly Average)*	Output	2,013	2,088	1,792	1,815	N/A	N/A
Number of Packages/Deliveries Handled*	Output	4,634	5,219	5,445	5,691	N/A	N/A
Number of Marriage Licenses Issued	Output	496	510	536	456	475	485
Number of Sales Tax Return Processed*	Output	15,045	14,055	13,186	13,331	N/A	N/A
Number of Utility Payments Processed*	Output	32,281	20,184	14,333	10,423	N/A	N/A
Number of Birth Certificates Issued- Initial Copy	Output	N/A	2,710	2,906	2,861	2,880	2,900
Number of Birth Certificates Issued- Additional Copy	Output	N/A	636	667	670	690	690

*Moved to the Citizen's Assistance Center in 2014.

Prior Year Accomplishments

- Maintained 24-hour turnaround on all recorded documents. Increased e-recording to 53% of our recorded documents.
- Achieved 100% compliance on state audits of birth certificates.

Goal 2: Provide customer service to all citizens and internal customers.

- Provide prompt, accurate information to residents for a variety of functions.
  - Evaluate needs and arrange training to maintain skills.
  - Arrange training for staff members to enhance skills and gain expertise in job-related areas.

Additional Prior Year Accomplishments (Not Tied to Goals)

- Updated website information for the Central Records Division.

COMMUNICATIONS AND GOVERNMENTAL AFFAIRS

Providing engaging, informative, and innovative methods of communication that publicize and support the City and County of Broomfield's brand and service to audiences through an innovative, multi-media platform approach.

COMMUNICATIONS AND GOVERNMENTAL AFFAIRS

The Communications and Governmental Affairs division guides methods and programs for engagement to all audiences within and beyond Broomfield.

Strategic Outcome: Responsive and Fiscally Responsible Government

Goal 1: To engage with each customer in an authentic and meaningful way.

- Utilize all methods of engagement to strategically inform and interact with internal and external audiences.
  - Assist staff and departments with communication and engagement strategy.
  - Use social media, video production, the website, and print to provide information and engage the public by producing and acquiring original videos about Broomfield for multiple venues (YouTube, Facebook, and Channel 8), producing strategically-created print pieces, monitoring website visits, and continually updating content.

Communications	Type	Actual 2010	Actual 2011	Actual 2012	Actual 2013	Revised 2014	Projected 2015
Number of people signed up for Newsletters, Facebook, Twitter	Input	N/A	N/A	N/A	N/A	3,500	4,200
Number of Shares, Likes and Comments received on all platforms	Input	N/A	N/A	N/A	N/A	3,000	3,200
Number of Broomfield companies engaged in the creation of the Economic Development Brand/Website*	Input	N/A	N/A	N/A	N/A	20	N/A
Number of documents uploaded to the council portal*	Output	N/A	N/A	N/A	N/A	25	N/A
Number of newsletters/managers' report sent to council	Output	N/A	N/A	N/A	N/A	10	10
Number of teen council meetings	Output	N/A	N/A	N/A	N/A	10	10
Number of communication requests by other departments completed	Output	N/A	N/A	N/A	N/A	200	220
Number of total hours completed	Output	N/A	N/A	N/A	N/A	100	100

Goal 2: To utilize innovation and technology to connect, engage, and grow Broomfield.

Communications	Type	Actual 2010	Actual 2011	Actual 2012	Actual 2013	Revised 2014	Projected 2015
Number of new platforms or methods for engagement implemented	Output	N/A	N/A	N/A	N/A	2	1
Create an engagement strategy for the Comprehensive Plan Update*	Output	N/A	N/A	N/A	N/A	1	N/A

Strategic Outcome: Economic Vitality

Goal 1: To direct a favorable brand perception within our core audiences, regionally, and nationally.

Communications	Type	Actual 2010	Actual 2011	Actual 2012	Actual 2013	Revised 2014	Projected 2015
Number of Marketing Campaigns Completed	Output	N/A	N/A	N/A	N/A	10	15
Number of articles, stories posted about the City and County of Broomfield	Input	N/A	N/A	N/A	N/A	15	20
Number of Views on the City Website from outside Colorado	Output	N/A	N/A	N/A	N/A	100	200

Note: Communications & Governmental Affairs is a new department in 2014. * 2014 one-time only

Prior Year Accomplishments

- Finalized vendor selection and contract for the new website design and content management system and initiated the project.
- Continued assistance and training to more than 70 web representatives to assure the website was kept current and offered assistance and training for migration to the new website.
- Both Facebook and Twitter became more pronounced and engaging communication tools.
- The Annual Report was renamed the Community Report and was redesigned with the new branding to be a more engaging and informative, twice-a-year communication tool for our community.
- Constant Contact became the new email communication tool, with a new branding design. Offered training and continued to assist users.

HUMAN RESOURCES

The Human Resources Department's mission is to provide exceptional service by treating all people with respect and dignity, maximizing partnerships and resources, encouraging diversity, and using innovation.

HUMAN RESOURCES

Human Resources administers personnel policies and procedures in accordance with the established personnel merit system assuring competitive and equal employment opportunities in order to recruit and retain a dynamic and innovative Broomfield workforce. The Human Resources Department acts as advocate and sponsor for participants enrolled in the Money Purchase Pension Plans and General Employees' Pension Plan. The Department assures proper enrollment of participants and assists participants in the resolution of issues relating to asset allocation, loans, vesting, and other plan provisions. The Department schedules training on retirement issues and provides information relating to plan provisions. Annual reviews are conducted to assure compliance with any changes to the IRS Code. The Human Resources Department also acts as advocate and sponsor for participants enrolled in the Medical Care Expense Plan. The Department assures proper enrollment of participants and assists participants in the resolution of outstanding issues relating to claim payments and eligibility. The Department prepares and distributes the plan document and provides information relating to plan design, open and/or special enrollment, and claims administration. Claim expenditures are reviewed on a quarterly basis to assess the viability of cost containment measures. Financial data are reviewed on a monthly basis to assure compliance to the Plan's financial objectives.

Strategic Outcome: Responsive and Fiscally Responsible Government

GOAL 1: Establish effective and efficient strategies and programs.

- Manage Workers' Compensation and Safety programs to qualify for lower rates through the National Council on Compensation Insurance.
  - Revise Safety manual to include links to departmental and outside safety resources/policies; clarify role of Safety Committee to improve functionality within the City and County.
  - Analyze data and focus efforts to mitigate risk in the departments whose losses are above the benchmark.
  - Create quarterly/annual report to record workers' compensation costs by department to include cost of medical, injury leave hours, value of injury leave hours, modified duty hours, and value of modified duty hours. This report will be distributed to department heads.
  - Review workers' compensation costs reports with department staff and enact plans to minimize future claims.
- Partner with IT and Finance on evaluating vendors, configuring and implementing timekeeping, payroll, performance evaluations, volunteer tracking, training, and HRIS program.

Human Resources	Type	Actual 2010	Actual 2011	Actual 2012	Actual 2013	Revised 2014	Projected 2015
Number of Workers Compensation Claims	Output	111	110	98	130	110	110
Cost of Injury Leave as a Percentage of Payroll	Efficiency	0.34%	0.27%	0.20%	0.12%	0.19%	0.19%

Prior Year Accomplishments

- A draft Safety Manual was submitted to the Legal Department for review and comment. Revisions will be made and reviewed by each department.
- Quarterly and annual workers compensation reports are being developed and will be available for department review by the third quarter of 2014.
- A volunteer application template was created in NEOGOV.
- The online performance evaluation program (PERFORM) was piloted in four divisions. Evaluations were completed online and routed electronically within these work units. To assure integration, this goal will be combined with the request for proposal for a HRIS/Payroll system.
- Department web page was redesigned with availability to Human Resources programs, employee benefits, and policies.
- Timekeeping, payroll, and HRIS program current and future state work flows are being developed in anticipation of preparing an RFP (or RFS).

GOAL 2: Attract and retain effective employees.

- Maintain a competitive compensation and benefit package.
  - Complete salary and benefit surveys by July 31 of each year.
- Establish a strategic plan and partner with departments to examine the work climate in departments.
  - Effect plans as required to address concerns.
  - Complete management review in two divisions and partner with those supervisors to address concerns, as needed. This may include succession planning or process improvement.
- Enhance the Supervisory Core Curriculum.
  - Complete online training module for one program related to the Employee Handbook.

Human Resources	Type	Actual 2010	Actual 2011	Actual 2012	Actual 2013	Revised 2014	Projected 2015
Total Number of Full-time Positions (Individuals)	Input	577	573	581	587	585	590
Total Number of Part-time Positions (Individuals)	Input	385	359	340	266	350	300
Total Number of Seasonal Positions (Individuals)	Input	375	511	513	602	400	450
Number of PMC Appeals	Output	2	1	0	3	1	1
Percentage of Disciplinary Actions Appealed	Effectiveness	18%	14%	0%	25%	10%	10%
Percentage of Appeals Affirmed for City	Effectiveness	100%	100%	N/A	100%	100%	100%

Human Resources	Type	Actual 2010	Actual 2011	Actual 2012	Actual 2013	Revised 2014	Projected 2015
Broomfield Average FT Pay	Output	$60,949	$60,954	$60,902	$62,900	$64,770	$66,700
Survey Cities Average Pay	Input	N/A	$62,012	$62,300	$63,624	$64,960	$66,900
Percent Difference Between Broomfield Pay and Other Cities	Effectiveness	N/A	-1.70%	-2.24%	-1.15%	-0.03%	-0.03%
Number of Full-time Positions Hired	Output	36	53	59	74	60	55
Number of Part-time and Temporary Positions Hired	Output	550	476	478	399	550	450
Total Number of Positions Hired	**Output**	**586**	**529**	**537**	**473**	**610**	**505**
HR Recruiters (FTEs)	Input	3	3.8	4	3	3	3
# of Positions Hired Per Recruiter	**Efficiency**	**195.33**	**139.21**	**134.25**	**157.67**	**203**	**168**
Number of Positions Recruited	Output	658	589	588	321	500	450
Average Total Days to Fill a Position	Effectiveness	N/A	83.5	93.8	86.91	85	80
Percent Filled within Target Date	Effectiveness	N/A	N/A	N/A	54%	60%	70%
Number of Job Applications Received and Reviewed	Output	6,273	7,821	8,078	8,721	8,500	9,000
# of Applications Reviewed Per Recruiter	**Efficiency**	**2,091**	**2,058**	**2,020**	**2,907**	**2,833**	**3,000**
Number of Merit System Tests Given	Output	526	909	992	876	800	800
Number of Interviews	Output	793	835	1,023	1,026	1,000	1,000
# of Interviews Conducted Per Recruiter	**Efficiency**	**264.33**	**219.73**	**255.75**	**342**	**333**	**333**
Percentage of Broomfield Employee Turnover (All Reasons)	Effectiveness	5.04%	5.44%	6.59%	8.95%	9%	9%
Percentage of Employee Turnover from Survey Data for Colorado Governments (All Reasons)	Effectiveness	9.20%	11%	13%	13%	13%	13%
Percentage of Broomfield Employee Turnover (Resignations Only)	Effectiveness	2.42%	3.52%	4.32%	6.18%	6%	6%
Percentage of Employee Turnover from Survey Data for Colorado Governments (Resignations Only)	Effectiveness	6.40%	8.00%	9.70%	10%	10%	10%

Prior Year Accomplishments

- Completed surveys and enacted changes to maintain a competitive compensation and benefits package. Benefit orientation videos were completed and posted on the website to enable employees and family members to view them at home and prior to hire dates.
- Provided assistance and expertise in 1) the merger of two front line customer service divisions resulting in enhanced “one stop” for residents of Broomfield and streamlining the overall process; and 2) the reorganization of the Communications/Governmental Affairs Department to better position Broomfield to use social media and traditional media platforms to engage the community, develop a Broomfield “brand,” and to market/promote Broomfield as a desirable place to live and work.
- Completed a draft Employee Relations training for supervisors with planned implementation of September 2014.
- Process mapped the recruitment program to determine value added and non-value added steps. A Rapid Improvement Event was scheduled for February 2014.
- Partnered with Public Works to implement/update employee security access protocol in all buildings. Access levels will continue to be reviewed at least bi-annually by Facilities and Human Resources.

GOAL 3: Provide employees the opportunity and educational resources to invest and save for retirement.

- Improve employees’ ability to manage their retirement plans.
  - Develop online resources for employees to better utilize provider tools.
  - Increase employee participation in advice sessions by 10%.
- Establish a metric to measure employees’ retirement readiness.

Human Resources	Type	Actual 2010	Actual 2011	Actual 2012	Actual 2013	Revised 2014	Projected 2015
Number of Employees Attending Personal Sessions	Output	N/A	N/A	97	167	185	204
Percentage of Employees Who Understand Asset Allocation	Effectiveness	N/A	44.20%	N/A	50%	55%	60%
Percentage of Employees Who Understand Re-balancing	Effectiveness	N/A	36.50%	N/A	41%	45%	50%
Percentage of Employees Who Understand Mutual Fund Diversification	Effectiveness	N/A	49.30%	N/A	46%	50%	55%
Percentage of Employees Who Understand Retirement Planning	Effectiveness	N/A	48.50%	N/A	52%	55%	60%
Percentage of Employees Who Understand Financial Planning	Effectiveness	N/A	52%	N/A	51%	55%	60%

*Employees are surveyed every other year on knowledge of retirement/financial planning.

Prior Year Accomplishments

- Added financial tips from the Certified Financial Planner and online instructions to the Human Resources webpage for employee reference.
- Hired an investment consultant to provide financial planning resources and increased the number of employees attending personal financial planning sessions by 72%.

GOAL 4: Offer a financially viable medical care plan.

- Increase the percentage of employees who qualify for the Wellness Deductible credit to 36%.
  - Conduct quarterly benefit meetings at each Broomfield building and produce online presentation to view from website.
- Promote the Broomfield Healthy Rewards program.
  - Increase the percentage of employees who qualify for the 2014 Healthy Rewards program to 40%.

Human Resources	Type	Actual 2010	Actual 2011	Actual 2012	Actual 2013	Revised 2014	Projected 2015
Percentage Qualifying for Well Credit Program (MCEP)	Efficiency	25.70%	24.70%	27.50%	34%	36%	40%
Percentage Qualifying for Healthy Rewards Program	Efficiency	N/A	N/A	39.20%	35%	40%	50%
MCEP Actual Cost per Employee	Output	$8,875	$10,066	$10,606	$12,175	$13,270	$14,460
Norm Cost per Emplyee within Geographic Region (Source: Kaiser Family Foundation)	Effectiveness	$10,670	$11,035	$11,437	$13,514	$14,730	$16,050

Prior Year Accomplishments

- Implemented a free health risk assessment and free on-line wellness coaching for benefited employees; 55% of employees completed the health risk assessment, and 3% of employees participated in the on-line coaching.

Additional Prior Year Accomplishments (Not Tied to Goals)

- Successfully administered review and selection of an investment and plan consultant for the two money purchase plans. Secured the services of a certified financial planner to provide investment advice to employees to assist them in being “financially ready” for retirement. Provided online resources to employees on financial topics in addition to classroom training.

- Worked with consultant and pension committees to simplify the mutual fund line-up and move mutual funds to lowest share class. Eliminated revenue sharing to record keeper. Provided training opportunities and communications to employees to increase their knowledge of fees and improve transparency on participant statements.
- Administered the search process for the new record keeper for the two money purchase plans.
- Automated bi-weekly contribution process for 457 plan, Roth IRAs, and Retiree Health Savings plan resulting in average manpower savings of 13 hours per year.
- Revised workplace safety and security policies for inclusion in the Employee Handbook. Conducted lock-out training exercise for the City and County Building.
- Partnered with in-house resources to develop three new business acumen classes for the 2014 Broomfield Leadership Academy – Strategic Planning, Budgeting, and Social Media.

COMBINED COURTS

Provide all individuals timely, convenient judicial administration services in a courteous, dignified, and respectful manner.

COMBINED COURTS

The Combined Courts provide municipal and county level of judicial services for the community. The Combined Courts offer a one-stop shopping scenario for public services with co-location of courts, police department, and district attorney offices in one building.

Strategic Outcome – Responsive and Fiscally Responsible Government

GOAL 1: Provide equitable and impartial judicial services to all court users of the Broomfield Combined Courts by demonstrating superior customer service through timeliness, availability, and job knowledge of court staff.

- Monitor and review court functions and operations for accurate processing as established by municipal codes and statutes.
- Maintain appropriate number of staff to ensure efficient and timely processing of cases.
- Set court hours to be open from 8 a.m.—5 p.m., including lunch hours, to meet customer demand.
  - Provide an outside drop box for accessibility before 8 a.m. and after 5 p.m.
  - Determine and schedule staff to provide continuous coverage of front counter and telephones during work hours.
- Cross-train court staff to meet all customer needs.
  - Rotate, identify, and measure caseload demand among staff for maximum efficiency in handling the varying caseloads.
  - Identify and measure needs and demands and adjust staff workload accordingly.
  - Provide customers with knowledgeable court information while remaining impartial and unbiased.
- Offer a mail-in payment option on eligible charges so no court appearance is required.

Municipal Court	Type	Actual 2010	Actual 2011	Actual 2012	Actual 2013	Revised 2014	Projected 2015
Number of Traffic Summonses	Output	4,019	4,241	3,107	5,935	4,500	4,920
Number of Ordinance Violation Summonses	Output	1,414	1,515	1,431	1,135	1,080	1,140
Total Number of Cases	**Output**	**5,433**	**5,756**	**4,538**	**7,070**	**5,580**	**6,060**
Number of Juvenile Diversion Clients	Output	308	311	364	215	275	300
Community Alternative Dispute Resolution Program (CADRP)	Output	19	10	2	0	5	8
Number of Telephone Calls Monthly	Output	N/A	N/A	N/A	45696	3,850	3,900
Number of People Coming into Courthouse Monthly	Output	N/A	N/A	N/A	58127	5,000	5,050

Citizen Survey Results	Type	Actual 2002	Actual 2004	Actual 2007	Actual 2012
Percentage of Respondents Rating the **Quality and Importance** of the following services provided by the City and County of Broomfield as "Excellent" or "Good"					
Municipal Court Services	Effectiveness	66%	78%	73%	78%

Strategic Outcome – Responsive and Fiscally Responsible Government

GOAL 2: Identify appropriate use of Municipal surcharge funds.

- Identify and explore possibilities of alternative sentencing options.
  - Meet with stakeholders to discuss and evaluate needs of the court.
    Explore established programs in other municipalities and determine the feasibility for alternative sentencing options.

Strategic Outcome – Responsive and Fiscally Responsible Government

GOAL 3: Continue to build and maintain open communication between Municipal and State Court judicial officers and staff in efforts to provide seamless services to all court users.

- Hold quarterly combined meetings with all judges and staff, as well as monthly staff meetings.
- Coordinate efforts between Clerk of Court and Court Administrator to provide adequate staffing for front counter and telephone inquiries, by establishing schedules that are agreeable to both court operations.
- Continue with applicable trainings so staff is well-trained to assist public and process cases.
- Court Administrator and Clerk of Court will seek out team-building opportunities for staff to maintain “team” atmosphere.

ASSESSOR

Establish fair and equitable property values for all types of property in the City and County of Broomfield in an efficient, respectful, and courteous manner, while providing excellent customer service.

ASSESSOR

The Assessor follows the State of Colorado constitution and statutes which mandate the procedures in determining the fair and equitable values of property, both real and personal. The Assessor uses these values to generate an abstract and certification for the City and County and other taxing authorities, and to provide a tax roll to the Revenue Manager.

Strategic Outcome: Responsive and Fiscally Responsible Government

Goal 1: Generate fair and equitable property values.

- Operate more efficiently and effectively.
- Generate tax roll.
  - Identify, list, and value all real and personal property.

Assessor	Type	Actual 2010	Actual 2011	Actual 2012	Actual 2013	Revised 2014	Projected 2015
Number of Residential Properties	Output	17,920	17,973	18,264	18,641	19,515	21,466
Number of Commercial Properties	Output	523	511	511	549	574	602
Number of Industrial Properties	Output	147	147	148	154	160	168
Number of State Assessed Properties	Output	131	129	129	141	125	126
Number of Agricultural Properties	Output	1,538	1,532	1,134	1,144	982	982
Number of Natural Resources Properties	Output	37	37	37	38	38	38
Number of Oil and Gas Properties	Output	56	58	79	87	102	102
Number of Vacant Land Properties	Output	955	808	1,027	984	1,523	1,675
Number of Personal Property Accounts	Output	1,405	1,287	1,258	1,228	1,225	1,225
Number of Property Appraisals	Output	2,820	21,013	996	21,550	1,100	25,300
Number of Appeals (May Only)	Output	171	889	103	625	120	700
Number of Appeals Upheld (August)	Output	44	279	N/A	64	40	90
Number of Appeals Granted (August)	Output	2	122	N/A	87	20	70
Number of Abatements	Output	66	119	92	61	100	110
Broomfield Property Taxes Abated	Output	$154,015	$213,287	$529,215	$144,204	$300,000	$250,000
Total Property Taxes Abated	Output	$622,479	$918,205	$2,128,019	$584,593	$1,000,000	$1,000,000

Goal 2: Implement Management Audit.

- Change Management
  - Update new Eagle/Tyler software by April 2014.
  - Hire new Assessor by June 2014.
- Succession Planning
  - Identify staff with potential to assume greater responsibility and provide development experiences such as leadership training and improve employee retention. Provide in-house training. Cross-train staff.
- Policies and Procedures Manual
  - Establish policies that guide employee behavior and improve/streamline procedures.
- Filing Plan
  - Develop a standard documented filing plan that is followed by all employees.

Prior Year Accomplishments

- Internal Control Monitor Reports - completed percent change in September 2013.
- Improved segregation of duties, with Assessor serving primarily in a supervisory capacity, overseeing the routine duties of the staff; completed in September 2013.
- Improved ownership and reliability of data system by establishing primary and back-up data specialists who are "owners" of the system; completed in March 2013.
- Completed Property Classification Documentation in April 2013.
- Provided documentation for all property classifications and developed an Excel spreadsheet of all agricultural properties.

Goal 3: Reduce departmental expenditures while still providing excellent service to property owners.

- Reduce the cost of printing and mailing Notices of Value for real and personal property.
  - Contract with a different vendor to print Notices of Value on postcards.

Goal 4: Pass 2014 State Audit.

- Apply the proper analysis, methodologies, and procedures in accordance with SBOE, DPT, and Colorado State Statute valuation guidelines with no adverse recommendations.

Prior Year Accomplishments

- Passed 2013 State Audit.
- Passed 2013 Commercial Vacant Land State Audit.

FINANCE

The Finance Department's mission is to safeguard City and County assets, assure legal and fiscal accountability, and provide excellent customer service to both internal and external customers.

FISCAL SERVICES

The Fiscal Services division is responsible for the administration of all financial record-keeping and reporting functions for the City and County. In accordance with the charter, municipal code, and other regulatory requirements, Fiscal Services accounts for all financial transactions (general ledger, payroll, internal controls, accounts payable, fixed assets, cash/investment management and debt management). Working in partnership with all departments, staff provides financial information to aid decision-making and process workflows to receive and disburse City and County financial resources.

Strategic Outcome - Responsive and Fiscally Responsible Government

GOAL 1: Communicate financial information on the City and County of Broomfield

- Publish accurate and timely monthly financial reports.
  - Close books every month by the third working day of the following month.
  - Book all appropriate transactions for each month before the close.
  - Prepare monthly financial reports which are incorporated into the Budget Tracking and Revenue Report presented to Council each month.
- Publish a Comprehensive Annual Financial Report (CAFR) each year.
  - Complete the document before the independent auditors arrive to review.
  - Present to Council and distribute the document prior to June 30th of the following year.
  - Implement all Government Accounting Standards Board requirements by effective dates noted in the standard.

Fiscal Services	Type	Actual 2010	Actual 2011	Actual 2012	Actual 2013	Revised 2014	Projected 2015
Government Finance Officers Association (GFOA) Financial Report Award (consecutive years)	Effectiveness	21	22	23	24	25	26
Number of Days Past Target Date for end of month close	Output	0	0	0	0	0	0
Average Number of Days Past Target Date for publication of the monthly reports	Output	1	38	1	0	0	0
Number of material correcting Journal Entries required in future months which impact previously reported data	Effectiveness	0	0	0	0	0	0
Receive a clean audit opinion from independent auditors	Output	Yes	Yes	Yes	Yes	Yes	Yes
Number of material adjusting journal entries required after audit review	Output	2	0	0	0	0	0
Receive a clean opinion on the Single Audit report	Effectiveness	Yes	Yes	Yes	Yes	Yes	Yes
Number of significant management letter comments reported by independent auditors	Output	3	0	0	N/A	0	0

Prior Year Accomplishments

- Closed all reporting periods on time.

- Received the Government Finance Officers Association (GFOA) Certificate of Achievement for Excellence in Financial Reporting award.
- Had no material corrections to prior-month entries.
- Received a clean opinion on both the City and County's financial statements and Single Audit.

GOAL 2: Account for all financial transactions in order to accurately reflect financial position of Broomfield

- Timely and accurately manage receipts of revenues.
  - Develop and implement policies, including internal controls, for revenue collection and recording of revenues.
  - Balance revenue collections and verify accurate recording of all revenues received.
  - Maximize resources through cash management and investment of funds not needed immediately for current expenses.
- Timely and accurately manage payments to employees, vendors and creditors.
  - Develop and implement policies, including internal controls, for payments and recording of all expenditure disbursements.

Fiscal Services	Type	Actual 2010	Actual 2011	Actual 2012	Actual 2013	Revised 2014	Projected 2015
Average annual interest rate achieved on investment	Output	1.86%	1.41%	0.95%	0.71%	0.90%	0.90%
Average annual invested balance	Output	$179.92 M	$181.57 M	$197.22 M	$252.76 M	$225 M	$250 M
Number of material errors requiring correction to previous disbursements to employees/vendors/creditors	Output	1	0	0	0	0	0
Comply with Continuing Disclosure for Debt	Effectiveness	N/A	Yes	Yes	Yes	Yes	Yes
Debt Payments Complied with Bond Covenants	Effectiveness	N/A	Yes	Yes	Yes	Yes	Yes
Percent Above/(Below) Benchmark Earning Rate	Efficiency	1.67%	1.30%	0.75%	0.59%	0.78%	0.78%

Prior Year Accomplishments

- Complied with Continuing Disclosure for debt and complied with all bond covenants.
- Recommended new Investment Ordinance No. 1971, repealing and reenacting Chapter 3-18, Investment Policy of the Broomfield Municipal Code.
- Implemented Investment Procedures Manual to support the revised investment ordinance.
- Accurately accounted for $204 million in revenues and $172 million in expenditures for fiscal year 2013.

Additional Prior Year Accomplishments (Not Tied to Goals)

- Converted fixed asset recordkeeping from THE/AS400 to Innoprise.
- Participated as a Comprehensive Annual Financial Report reviewer for GFOA's national Certificate of Achievement Excellence in Financial Reporting program.
- Attended FEMA training at the City and County of Denver. Attended training/meetings regarding September floods. Set up project codes to track flood costs.
- Performed physical inventory of fixed assets assigned to the Water Treatment Plant, the Fleet Division, the Sales Tax/Revenue Division and the Event Center.
- Developed new written procedure for handling on-call hours on time sheets.
- Worked with Open Space staff, the Attorney's office and outside counsel on the Broomfield Westminster Open Space Foundation's application for 501(c)3 status.
- Developed monthly reporting for payments to vendors and began posting these reports on a new "transparency portal" link on the Finance webpage.

RISK MANAGEMENT

The Risk Management division oversees the property and liability insurance program for the City and County of Broomfield.

Strategic Outcome: Responsive and Fiscally Responsible Government

GOAL 1: Obtain insurance policies at levels sufficient to protect the assets of the City and County of Broomfield.

- Obtain high marks for safety ratings from insurance provider.
  - Manage insurance claims to minimize exposure to liabilities and losses.
  - Assist City and County staff with development of procedures to enhance ratings with the insurance providers and thereby lower costs of insurance.
  - Develop a program to provide incentives to operating departments to reduce uncovered losses.

Risk Management	Type	Actual 2010	Actual 2011	Actual 2012	Actual 2013	Revised 2014	Projected 2015
Number of Insurance Pool (CIRSA) Claims	Output	35	34	20	21	25	25
Number of NON-CIRSA Claims covered by deductible	Output	97	67	62	64	65	65
Total Number of Claims	**Output**	**132**	**101**	**82**	**85**	**90**	**90**
Cost of General Liability Insurance Premium	Output	$330,000	$347,115	$359,917	$479,173	$468,170	$480,000
Amount of City Wide Claims paid through deductibles	Output	457,728	440,077	351,429	392,161	423,000	435,000
Auditors Insurance Rating *	Effectiveness	99	97	102	106	100	100

*100% Equals Perfect Score; Bonus Points are Available

Prior Year Accomplishments

- Attained an audit insurance rating of 106%. Note: All departments scored 100% for the first time.
- Established a Certificate of Insurance (COI) process to notify vendors and user departments of pending COI expirations.
- CIRSA (Colorado Intergovernmental Risk Sharing Agency) Property Survey at the City and County buildings, parks and facilities reported 33% fewer incidents of concern.
- Responded to September flood event that caused local damages to open space trails, parks, lift stations and water delivery systems. Staff attended several FEMA, OEM (Office of Emergency Management) trainings for September 2013 flood recovery repairs and replacements.

BUDGET

The Budget Division generates fiscal policies, procedures, and analyses, which ensure accountability of City and County resources. In partnership with departments, Budget monitors and manages all authorized appropriations through the review of revenues and expenditures, including those associated with grants. Budget also provides performance management guidance to promote the efficient and effective use of resources.

Strategic Outcome: Responsive and Fiscally Responsible Government

GOAL 1: Develop and produce an Annual Budget Document.

- Establish a fiscal philosophy which responds to economic conditions and generates a balanced budget by September.
  - Present 2015 Budget Preparatory Manuals to all department staff by April, as measured by the analysis of Budget submittals and the number of budget adjustments.
- Create a concise, consistent, and correct Budget Document which results in the increase of Government Finance Officers Association (GFOA) "outstanding" ratings received by 3% over results in 2013.
  - Redesign the department Chapters in the Budget Document for a fresh new look and reduce the volume of pages.

Budget	Type	Actual 2010	Actual 2011	Actual 2012	Actual 2013	Revised 2014	Projected 2015
Percent of "Outstanding" Ratings Received Through GFOA's distinguished Budget Presentation Award Program	Effectiveness	7%	14%	4%	16%	17%	18%
Number of Decision Package Proposals Submitted During Annual Budget Development Process	Output	63	96	67	67	85	85
Percent of Decision Package Proposals Approved	Effectiveness	60%	66%	78%	67%	80%	80%
Number of Budget Adjustments Processed	Effectiveness	104	91	75	72	70	68

Prior Year Accomplishments

- Received GFOA Overall Document Outstanding ratings in Operations guide and Communication Device categories.

GOAL 2: Establish operational accountability through the coordination of Service Efforts and Accomplishments.

- Schedule Kick-Off Meetings before the end of the year with departments to discuss how to create clear objectives and goals which link to the overall mission, goals, and strategic outcomes of the City and County.
  - Meet with individual departments by December, which is measured by 100 percent of departmental participation.
- Increase the number of surveys and benchmarking data collected by one per year over prior year data by September.
  - Coordinate and evaluate survey response data gathered from citizens or other jurisdictions by December, as measured by the increased number of surveys.

Budget	Type	Actual 2010	Actual 2011	Actual 2012	Actual 2013	Revised 2014	Projected 2015
Percent of Completed Department SEA Submissions	Effectiveness	70%	82%	92%	92%	97%	97%
Number of Annual Surveys/Benchmarking Data Items Conducted/Gathered	Output	9	22	20	N/A	21	21

GOAL 3: Measure fiscal responsibility in accordance with the Annual Budget.

- Analyze and reduce budgeted expenditures by 5%, as compared to the Amended Budget, by December.
  - Compare and review departmental actual to budget reports on a monthly basis.
- Interpret revenue collections throughout the year as compared to budget forecast.

- Prepare and analyze monthly revenue reports as measured by the percent of change in revenue from the prior year.

Budget	Type	Actual 2010	Actual 2011	Actual 2012	Actual 2013	Revised 2014	Projected 2015
Percentage of Departmental Budgets Reviewed Monthly	Effectiveness	N/A	N/A	59.58%	N/A	70%	80%
Accuracy Rate in Forecasting Total Taxes*	Effectiveness	104.20%	101.20%	104.60%	N/A	95%	95%
Accuracy Rate in Forecasting General Governmental Revenue	Effectiveness	101.78%	98.54%	100.45%	N/A	95%	95%
Percent of Operating Budget Fully Expended*	Effectiveness	91.78%	94.31%	93.44%	N/A	95%	95%

Prior Year Accomplishments

- Improved monthly Budget Tracking Report and monthly Revenue Report for City Council to provide better financial monitoring.
- Improved accuracy rate in forecasting sales tax revenue: 2013 actual was 0.8% or $357,000 above revised budget.

GOAL 4: Manage City and County grants to ensure compliance with internal policies and procedures, grantor requirements, and any applicable federal regulations.

- Conduct in-depth review of each awarded grant, including contract/agreement, and create a grant management checklist.
  - Hold grant kick-off meeting for each grant to be attended by grant project manager, grant administrative contact, Accounting representative, Purchasing representative, Budget representative, and Grants Coordinator.
  - Request Rapid Improvement Events (RIEs) to improve the financial reconciliation and timekeeping/benefit tracking processes.
- Meet with each department with active grants twice per year, once pre-budget and again at year-end.
- Research grant management software to improve efficiency and accuracy of grant monitoring process.
- Research grant opportunities and forward information to appropriate departments.
- Begin Grant Management Certification training.

Budget	Type	Actual 2010	Actual 2011	Actual 2012	Actual 2013	Revised 2014	Projected 2015
Number of Divisions Met with Regarding City and County Grant Policy	Output	N/A	N/A	30	32	36	36
Number of Grants applied for- City Wide	Output	N/A	N/A	25	36	36	36
Number of Grants Awarded- City Wide	Output	N/A	N/A	N/A	31	32	32
Percentage of Grants Received- City Wide	Effectiveness	N/A	N/A	92%	86%	89%	89%
Number of eCivis Grants Reviewed	Output	N/A	N/A	517	190	90	N/A
Number of eCivis Grants Forwarded to Departments	Output	N/A	N/A	24	12	15	N/A
Percentage of Grant Funds Utilized- City Wide	Effectiveness	N/A	N/A	97%	N/A	100%	N/A

Prior Year Accomplishments

- Designed an electronic filing system to provide centralized access to grant documents.
- Developed standard grant management checklist.
- Developed format for grant kick-off meetings and began implementation.
- Created Grants Coordinator Desk Manual to ensure documentation and continuity of grant management procedures.

PURCHASING

The Purchasing division collaborates with the City and County of Broomfield's departments to assure best value acquisitions, ensuring compliance and equity for internal customers, taxpayers and vendors through ethical, transparent, and timely procurements. Purchasing uses all available technologies to reach the greatest number of vendors, while supplying support to our internal customers and taxpayers. It investigates and proposes eligible cooperative procurements available to internal customers for cost saving and environmentally sustainable acquisitions at all spending thresholds. The Purchasing Division also provides contract administration to City and County departments. It audits, educates, and assists them on contractual agreements to ensure equitable risk protection, current legal requirements, efficient project completion, and/or eligible term extensions and amendments.

Strategic Outcome: Responsive and Fiscally Responsible Government

GOAL 1: Maintain an efficient, cost effective, and accountable procurement process for the City and County of Broomfield.

- Provide outcome efficiencies for internal customers.
  - Streamline procurement procedures and save staff time on purchasing process.
- Demonstrate value-added cost saving through procurement.
  - Reconcile and report savings.

Purchasing	Type	Actual 2010	Actual 2011	Actual 2012	Actual 2013	Revised 2014	Projected 2015
Number of Purchase Orders Processed	Output	1,704	1,707	1,858	1759	1,650	1,700
Number of PO's Processed per FTE	Efficiency	N/A	N/A	N/A	807	720	720
Number of Purchasing Cards Administered	Output	N/A	N/A	N/A	212	210	210
Dollars of Procured Spend	Output	$8,972,239	$ 7,551,690	$11,905,803	$8,796,253	$7,000,000	$9,000,000
Percent Savings through Procurement: Calculated as Average Non-Awarded Less Awarded (based on International City/County Management Association (ICMA) calculations)	Effectiveness	24%	N/A	18%	19.8%	18%	18%

Prior Year Accomplishments

- The Procurement Code was updated through Ordinance No. 1988 approved by Council. A new Procurement Manual and updated Desk Manual with interactive forms were published on the Dashboard to reflect requirements of the newly approved ordinance.
- Staff maintained an active role in the Public Safety Software project, which was procured by a third party.

GOAL 2: Provide contractual support to citywide staff.

- Audit, educate, and assist city/county staff on contractual agreements to ensure equitable risk protection, current legal requirements, efficient project completion, and/or eligible term extensions and amendments.
  - Accurately process agreements and term extensions in a timely fashion.
  - Increase the percentage of completed contract documents attached to purchase order requests by working with designated end users.

Purchasing	Type	Actual 2010	Actual 2011	Actual 2012	Actual 2013	Revised 2014	Projected 2015
Number of Purchase Specifications	Output	56	53	N/A	118	95	100
Number of Purchase Specifications per FTE	Efficiency	N/A	N/A	N/A	71	60	65
Number of Purchasing Documents	Output	37	34	N/A	47	40	50
Number of Days from Draft Specification to Award of Contract	Output	22	25	N/A	23.6	25	25
Contract Admin. Document Reviews	Output	105	N/A	N/A	N/A	N/A	N/A
Contract Admin. Dollar Exposure	Output	5,805,641	N/A	N/A	N/A	N/A	N/A

Prior Year Accomplishments

- Purchasing staff conducted training classes for other divisions to instruct on the impacts of the new procurement policies, procedures, and revised thresholds. Additional training as per request of city staff included: Documented Quote Process, Shopping Mall, BidNet and using Vendor file in Innoprise for contract information.
- Interactive contract and contract amendment templates are now available to assist in the development of contracts.

REVENUE MANAGEMENT

The Revenue Management division oversees the education, licensure, audit, and collection oversight of all businesses required to collect sales and use tax in the City and County of Broomfield. Revenue Management is also responsible for the Treasurer's functions of collection and distribution of property tax, as well as the Public Trustee functions of administering foreclosures and executing the releasing of deeds of trust.

Strategic Outcome: Responsive and Fiscally Responsible Government

GOAL 1: Improve and enhance overall compliance in sales tax reporting.

- Reduce the number of unlicensed vendors operating in the City and County of Broomfield.
  - Analyze the State Tax License database to find unlicensed vendors in Broomfield.
- Improve delinquency collection and overall revenue reporting.
  - Track delinquent accounts and collections with the Innoprise Software.

Revenue Management	Type	Actual 2010	Actual 2011	Actual 2012	Actual 2013	Revised 2014	Projected 2015
Number of Sales Tax Audits Conducted	Output	31	89	53	37	58	60
Sales Tax Audit Revenue	Output	$943,675	$957,386	$1,153,319	$783,784	$600,000	$650,000
Number of Building Use Tax Audits	Output	10	12	8	7	10	10
Building Use Tax Audit Revenue	Output	$253,010	$219,000	$7,455	$7,368	$10,000	$110,000
Total Sales and Use Tax Collected	Output	$44.6 M	$46.91 M	$51.6 M	$51.6 M	$53.4 M	$53.4 M
Total Vehicle Use Tax Collected	Output	$3.2 M	$3.57 M	$3.97 M	$4.43 M	$4.37 M	$4.37 M
Number of licensed accounts reported by the State	Output	2,472	2,573	2,586	2,667	2,720	2,740
Number of unlicensed vendors found on State report	Output	24	16	19	14	18	15
Number of new vendors licensed each month during the process	Output	3	3	4	2	4	5
Number of delinquent accounts encountered each month	Output	1,073	950	896	868	935	900
Number of delinquent accounts collected monthly from prior month	Output	690	648	630	601	645	610
Number of license reviews performed	Output	14	33	25	4	25	25

Prior Year Accomplishments

- Achieved a milestone by enrolling 284 vendors in Citizen Access online sales tax filing system, a 90% increase over 2012.
- Started collecting sales tax on business purchases of tangible personal property in 2012. As a result of this new enforcement, $52,480 in additional sales tax was collected in 2013.

GOAL 2: Provide accountability for revenue collections through increased and new methods of education.

- Improve education of vendors to enhance knowledge of proper taxation of sales and tax return preparation.
  - Initiate one-on-one meetings with new vendors to educate and inform business operators on Broomfield sales tax policies and processes.
  - Initiate web-based video education.
  - Initiate web-based podcast education.
- Increase number of license reviews of existing vendors in the Broomfield Sales Tax Database from 50 to 400.
  - Provide one to two hours of review and education to existing small business owners at their place of business.
  - Review taxable and exempt personal property sales and preparation procedures of sale tax returns.

Revenue Management	Type	Actual 2010	Actual 2011	Actual 2012	Actual 2013	Revised 2014	Projected 2015
Number of seminar announcement mailings	Output	50	N/A	N/A	N/A	0	0

GOAL 3: Collect revenue on behalf of authorities of political subdivisions within Broomfield.

- Distribute property taxes to authorities by 10th of each month.
  - Mail property tax statements by the end of January to property owners.
  - Collect property tax due by statutory deadline.

Revenue Management	Type	Actual 2010	Actual 2011	Actual 2012	Actual 2013	Revised 2014	Projected 2015
Total Property Tax Collected	Output	$29.2 M	$29.39 M	$28.01 M	$28.48 M	$32.24 M	$32.24 M

Citizen Survey Results	Type	Actual 2002	Actual 2004	Actual 2007	Actual 2012
Percentage of Respondents Rating the **Quality and Importance** of the following services provided by the City and County of Broomfield as "Excellent" or "Good"					
Property Tax Assessment and Collection	Effectiveness	68%	67%	73%	58%

Prior Year Accomplishments

- Collected 99.95% of the property tax roll due in 2013.
- Timely distribution of tax payments to authorities in 2013.

UTILITY BILLING—WATER AND SEWER

The Utility Billing division administers the billing and collection of water and sewer utilities through reading meters, generating bills, processing payments, and managing miscellaneous accounts receivable.

Strategic Outcome: Responsive and Fiscally Responsible Government

GOAL 1: Process utility billing on time.

- Ensure electronic bill file sent to mail-processing vendor by the weekly deadline.
  - Read weekly meters.
  - Generate service orders.
  - Review weekly billing exception file, make any necessary adjustments, and send the electronic bill file to the processor by stated weekly deadline.
  - Increase participation in e-billing by 5%.
- Educate customers about e-billing program through the City and County website, messages on utility bills, and customer contact.

Utility Billing	Type	Actual 2010	Actual 2011	Actual 2012	Actual 2013	Revised 2014	Projected 2015
Percentage of electronic billing files sent on time	Effectiveness	100%	100%	100%	100%	100%	100%
Number of customer signed up for e-billing	Output	406	418	748	2,292	2,522	2,772
Charge for Services - Water	Output	$12.5 M	$12.67 M	$13.29 M	$12.65 M	$14.89 M	$14.89 M
Charge for Services - Sewer	Output	$4.7 M	$4.79 M	$4.78 M	$5.48 M	$5.52 M	$5.52 M
Charge for Services - Re-Use Water	Output	$1.28 M	$1.33 M	$1.89 M	$1.22 M	$1.65 M	$1.65 M

Prior Year Accomplishments

- Increased e-bill customers from 748 to 2,292 – a 206% increase.

GOAL 2: Provide convenient payment options.

- Offer a variety of payment options such as electronic transfer of funds, pay by phone, online, drop box, and in-person.
  - Educate customers about the different payment options available through website, message on utility bills, and customer contact.

Utility Billing	Type	Actual 2010	Actual 2011	Actual 2012	Actual 2013	Revised 2014	Projected 2015
Number of customers that are signed up for EFT, using online, and automated phone payment options	Output	11,287	11,861	13,194	15,270	15,520	16,500

Prior Year Accomplishments

- Established a new online payment system that allows customers to set up accounts and manage their own online accounts. This includes paying bills, setting up recurring payments, opting out of receiving a paper bill, and viewing bills online.

INFORMATION TECHNOLOGY

Working in partnership with all City and County departments to advance the delivery of cost-effective and innovative public services through coordinated application of information technology planning, services, education, and security while providing excellent customer service to both internal and external customers.

PROGRAMMING AND APPLICATIONS

The Programming and Applications division performs business process analysis, consultation, and project management for new applications and databases written in-house or procured from a third party; new application development and maintenance, current application maintenance and enhancement, legacy system application migration and maintenance, vendor-provided application contract management and integration; and database development.

Strategic Outcome – Responsive and Fiscally Responsible Government

GOAL 1: Support citizen and business access to City and County Services.

- Support new and upgraded systems and mobile technologies to enhance citizen and business interaction with the City and County.
- Embrace emerging technologies being used to provide and access City and County Services.

CLIENT SERVICES

The Client Services division provides first-level support, end-user training, and peripheral support to all City and County of Broomfield employees. The helpdesk also provides 24/7 computer support for all departments.

Strategic Outcome – Responsive and Fiscally Responsible Government

GOAL 1: Provide excellent customer service and support.

- Provide consistent and premier service delivery by establishing high standards and promoting a 'customer first' environment.
- Improve and formalize processes and procedures to build strong business relationships with City and County customers, citizens, peers, and the vendor community.

Client Services	Type	Actual 2010	Actual 2011	Actual 2012	Actual 2013	Revised 2014	Projected 2015
Number of PCs, WYSE, and Laptops	Input	1,213	1,170	1,370	N/A	1,300	1,325
Number of Printers, Copiers, and Scanners	Input	148	191	209	N/A	210	210
Ratio of Employees to Technicians	Effectiveness	359	336	483	N/A	400	410
Number of Virtual Desktops	Input	34	153	175	N/A	287	325
PC, laptop or thin client replacement	Output	41	104	39	N/A	100	100

Client Services	Type	Actual 2010	Actual 2011	Actual 2012	Actual 2013	Revised 2014	Projected 2015
Total Help Desk Requests	Output	6,393	2,905	5,723	N/A	5,500	6,000

Client Services	Type	Actual 2010	Actual 2011	Actual 2012	Actual 2013	Revised 2014	Projected 2015
Completed Customer Satisfaction Surveys	Output	9,348	7,144	8,684	N/A	N/A	N/A
Customer Satisfaction Survey's Avg Score (1 - 5)	Effectiveness	4.71	4.77	4.73	N/A	N/A	N/A
Number of supported peripheral devices	Input	200	208	233	N/A	N/A	N/A
Broomfield Facility Locations	Input	17	17	17	N/A	N/A	N/A
Police Substation Locations	Input	7	7	7	N/A	N/A	N/A
Training Classes Delivered by Internal Staff	Output	126	78	N/A	N/A	N/A	N/A
Training Classes Delivered by Vendors	Output	8	0	N/A	N/A	N/A	N/A
Number of New Dell PCs Installed	Output	39	10	22	N/A	N/A	N/A
New department added network devices	Output	43	15	20	N/A	N/A	N/A

OPERATIONS

The Operations division designs, implements, and manages state of the art data and voice networks. This includes mainframe, data storage and server systems, e-mail/voice mail systems, WAN/LAN routers and switches, firewall and internet filtering, intrusion detection and prevention, security policies and role-based data access control, data backups and restores, business continuity, indoor cabling, wide area network connections, wireless networks and outdoor cabling, including underground fiber-optics.

Strategic Outcome – Responsive and Fiscally Responsible Government

GOAL 1: Ensure a reliable information systems environment.

- Provide computing infrastructure and devices that meet customer business needs.
- Ensure secure and reliable access to data.
- Establish and maintain a secure operating environment to support business operations and to increase the effectiveness of the way work is managed.

Operations	Type	Actual 2010	Actual 2011	Actual 2012	Actual 2013	Revised 2014	Projected 2015
Number of Virtual Servers	Input	72	74	85	N/A	90	95
Total Number of Servers Supported	Output	116	131	135	N/A	155	180
Total inbound email messages	Output	5,792,741	3,073,979	3,976,081	N/A	4,000,000	4,200,000
Inbound Threats - Virus detected	Output	32,108	75,323	38,690	N/A	30,680	25,000
Inbound Threats - Spam detected	Output	1,639,015	455,269	540,593	N/A	469,820	461,000
% of Inbound email denied	Output	71.50%	73%	57.17%	N/A	56%	58%
Data Cabling MAC work	Output	12	15	20	50	60	65
Number of Routers and Switches	Input	54	54	31	N/A	30	30
WIFI Hot Spots for Citizens and Staff	Input	N/A	N/A	N/A	42	63	75
Number of E-Mail Accounts Supported	Output	1,294	1,291	1,310	N/A	1,350	1,375
Number of New User Setups	Output	105	95	205	N/A	275	275
Number of Security Setup/Changes	Output	591	425	677	N/A	700	750
Number of Firewall and URL Programming Changes	Output	74	114	57	90	100	110

Operations	Type	Actual 2010	Actual 2011	Actual 2012	Actual 2013	Revised 2014	Projected 2015
Number of Web Cameras	Input	14	14	15	N/A	N/A	N/A
Number of Wi-Fi Access Point/Routers	Input	59	45	23	N/A	N/A	N/A
Number of Operations Software Applications Supported	Output	19	21	21	N/A	N/A	N/A

TELECOMMUNICATIONS

The Telecommunications division designs, implements, and manages all telecommunications technology and provides 24/7 support for employees and citizens. This includes all telecommunications infrastructure plans and phone systems for all City and County facilities.

Strategic Outcome – Responsive and Fiscally Responsible Government

GOAL 1: Provide reliable and adequate telecommunications infrastructure technologies and technical consultation to support the needs of the City and County.

- Provide a leadership role in the design and development of City and County owned communications infrastructures.
- Provide technical advice and support City and County departments in the development of their strategic communications plans.
- Investigate and evaluate future telecommunication technologies to improve communication between City and County departments.

Telecommunications	Type	Actual 2010	Actual 2011	Actual 2012	Actual 2013	Revised 2014	Projected 2015
Number of Telephone Extensions	Input	1,363	1,400	1,458	1,474	1492	1515
Number of Voice Mail Boxes	Input	781	777	778	785	818	825
Number of PBX Telephone Switches	Input	8	8	7	7	7	7
Number of Telecomm Circuits and Lines	Input	146	146	125	125	120	125
Number of Issues Concerning Cabling of Buildings and Network/PBX Connectivity	Output	28	28	25	25	12	15
Number of Telephone/Voice Mail Setups/Changes	Output	210	241	245	227	288	310
Number of PBX Programming and Software Configurations	Output	77	106	107	93	120	140
Number of Telecom Hardware Installations and Changes	Output	96	129	105	85	110	130

GEOGRAPHICAL INFORMATION SYSTEM (GIS)

The Geographical Information System (GIS) division implements spatial data policies, procedures, and standards to ensure that Broomfield staff and citizens have access to current and accurate spatial information. Further, GIS provides technical leadership, spatial data management, and project coordination to improve the quality and lower the cost of services provided by the City and County of Broomfield through the effective application of geospatial data and systems. GIS also provides intergovernmental coordination and data exchange with-in the geospatial community.

Strategic Outcome – Responsive and Fiscally Responsible Government

GOAL 1: Increase efficiencies and effectiveness of spatial data and GIS applications

- Manage the coordination of GIS activity across City and County departments.
- Coordinate GIS hardware and software purchases/contracts citywide.
- Continue to develop and maintain standard GIS data and application front ends.

HOUSING AUTHORITY

Working in partnership with the community, federal and state housing funding and regulatory agencies, developers, and neighboring communities, the Broomfield Housing Authority provides a variety of housing programs to meet the diverse and changing needs of Broomfield residents, especially those with low and moderate incomes, to enhance their quality of life.

HOUSING AUTHORITY

The Housing Authority assists Broomfield residents, with a focus on those with low and moderate income, in meeting their housing needs by pursuing programs in the areas of homelessness, rental assistance, homeownership, home maintenance/energy conservation, and housing counseling.

Strategic Outcome: Public Assistance

Goal 1: Provide opportunities for low- and moderate-income Broomfield residents to maintain and improve their existing housing.

- Provide a housing rehabilitation program to help low- and moderate-income homeowners maintain their homes.
  - Contract with independent company or agency for assistance with the operation of a housing rehabilitation program for Broomfield homeowners.
- Provide a mobile home repair program to help homeowners maintain their mobile homes.
  - Contract with independent company or agency for assistance with the operation of a mobile home repair program for Broomfield homeowners.
- Provide an Emergency Home Repair Program to assist low- and moderate-income homeowners in making immediate repairs to prevent the need to vacate their homes.
  - Contract with independent company or agency for assistance with the operation of an emergency home-repair program for Broomfield homeowners.
- Encourage private and non-profit investment into existing housing to maintain long-term affordability.
  - Develop request for proposals to private and non-profit sponsors of affordable housing for CDBG funding assistance to rehabilitate or acquire additional affordable housing units.

Prior Year Accomplishments

- Completed rehabilitation on 11 single-family homes and five mobile home projects.
- Completed five emergency repairs, consisting of furnace and water heater repair or replacement.
- Processed applications for privately-owned, low-income housing and awarded funding to the Imagine! group home, which houses six developmentally disabled seniors.
- Applied for Flood Repair grant from Foothills United Way and was awarded $50,000. Began flood repairs on nine Broomfield homes to be completed in 2014.

Goal 2: Support opportunities for low-income Broomfield residents to make energy efficiency improvements to their homes to lower utility bills.

- Utilize services available through Longs Peak (Boulder County) Weatherization program.
  - Market the program to residents through the Broomfield websites, the Broomfield Enterprise, public presentations, and written materials.
  - Link energy improvements available through Longs Peak to the Broomfield Home Rehabilitation Program activity when possible.

Prior Year Accomplishments

- Completed two single-family rehabilitation projects in conjunction with Longs Peak Weatherization, one of those also in partnership with Flatirons Habitat for Humanity.
- Completed 21 rehabilitation or repair projects, all of which included energy-saving improvements.

Goal 3: Ensure residents have access to information regarding housing programs in Broomfield.

- Market housing programs throughout the community.
  - Provide a minimum of two presentations to various special interest groups within the community to market housing programs that would benefit them and/or their clients.
  - Update Housing website every two months to refresh information on available opportunities for citizen input and housing opportunities.

Prior Year Accomplishments

- Held two public hearings for Housing programs and provided information to residents at Broomfield Days.
- Updated Housing web pages to provide easier access and understandable Housing information to the public.

Goal 4: Expand opportunities for homeless Broomfield families.

- Help very low income Broomfield families obtain rental assistance, education, job training, and other services to become self-sufficient and stable.
  - Continue collaboration with Health and Human Services Department.
  - Explore expansion of rental assistance programs utilizing state and federal resources.

Prior Year Accomplishments

- Assisted Health and Human Services staff in preparation of Emergency Solution Grant application, which was awarded funding from the state of Colorado.

Goal 5: Provide citizens an avenue for foreclosure and pre-purchase housing counseling.

- Provide funding and local location for counseling services.
  - Contract with another agency to provide housing counseling for Broomfield residents.

Prior Year Accomplishments

- A total of 64 Broomfield homeowners were assisted with foreclosure prevention, pre-purchase, and budget counseling.

Goal 6: Establish a system for planning, consolidated tracking, and reporting affordable housing activities.

- Submit monthly report to U.S. Department of Housing and Urban Development (HUD) regarding Community Development Block Grant (CDBG) Program expenditures.
- Submit Consolidated Annual Performance and Evaluation Report (CAPER) to HUD in conjunction with Regional Consortium.
- Collaborate with the Regional Consortium in submitting the annual Action Plans and 5-year Consolidated Plan.
- Participate with Regional Consortium in preparation of Analysis of Impediments.
- Use federal Integrated Disbursement and Information System (IDIS) system for reporting HUD grant activities.

- Create internal information base of affordable housing within Broomfield.

Prior Year Accomplishments

- Continued efforts with Regional Consortium to analyze regional needs, prepare long-term goals, and provide required documentation and reports to the U.S. Department of Housing and Urban Development.

Additional Prior Year Accomplishments (Not Tied to Goals)

- Represented Broomfield on a committee for the Metro Denver Homeless Initiative that reviewed applications and allocated $8 million in HUD funding for homeless in the metro Denver region.
- Participated in determining unmet needs from the 2013 Flood with the State Division of Housing.
- Worked with two sellers of affordable housing homes to resell the properties to other eligible low-income homebuyers.
- Entered into a participant agreement with the City and County of Denver for the Metro Mortgage Assistance Program, in order to allow Broomfield homebuyers to receive down payment assistance and lower interest rate mortgages.

Housing Authority	Type	Actual 2010	Actual 2011	Actual 2012	Actual 2013	Revised 2014	Projected 2015
Number of Housing Rehabilitation Projects Completed	Output	0	5	11	11	10	8
Number of Mobile Home Repair Projects Completed	Output	0	6	12	5	6	5
Number of Emergency Home Repair Projects Completed*	Output	0	0	2	5	5	5
Number of Weatherization Projects Completed	Output	66	58	27	13	12	12
Number of First-Time Homebuyers or existing Homeowners receiving assistance**	Output	N/A	29	42	64	50	50
Number of Rental or Homeownership Housing Units acquired or rehabilitated by private or non-profits owners	Output	2	0	0	6	5	5
Number of Presentations Provided to the Community Regarding Housing Authority Programs	Output	1	2	2	2	2	2

*Added in 2012

**Counseling program which includes first time homebuyers as well as foreclosure prevention

COMMUNITY DEVELOPMENT

Assure that development and redevelopment within the community occur in such a manner as to enhance and complement Broomfield. Work with the community to assure that established standards are met for property maintenance. The Department will work with and be a resource for the community, City and County departments, and others for reliable, accurate, and objective information in preparing and implementing adopted programs, City plans, ordinances, standards and regulations, policies, data trends, and related areas of professional expertise. We will ensure that projects built throughout the community are built to a high level of quality.

COMMUNITY DEVELOPMENT ADMINISTRATION

The Community Development Administration division provides leadership and coordination for the six divisions of the Community Development Department: Planning, Engineering, Building Inspections, Geographical Information Systems, Capital Improvement Projects, and Code Compliance. All aspects of development projects and construction within Broomfield are regulated and overseen within this division. The division also provides long-range transportation planning and pursues funding for Broomfield projects.

Strategic Outcome: Facilities and Effective Transportation Infrastructure

Goal 1: Assure regional, state, and federal plans include transportation needs.

- Maintain Broomfield's presence and input in the decision-making process, and ensure that Broomfield's projects are included in short- and long-term plans.
  - Attend regional, state, and federal meetings representing Broomfield and advocating for transportation needs.
- Promote better bus services for residents of Broomfield.
  - Advocate for existing bus services and for new services to be added.

Administration	Type	Actual 2010	Actual 2011	Actual 2012	Actual 2013	Revised 2014	Projected 2015
Number of Advisory Committee Meetings	Output	9	9	10	10	10	10
Number of Interagency Meetings	Output	177	154	160	152	150	150

Prior Year Accomplishments

- Represented Broomfield at Regional Transportation District (RTD) meetings; at state-level 120th Avenue Connection, US 36, State Highway 7, and North I-25 meetings; and federal meetings with Congressional representatives. Facilitated interaction with the Colorado Department of Transportation (CDOT) Commission. Served on Board of 36 Commuting Solutions.
- Worked with RTD to assure a high level of US 36 Bus Rapid Transit service and for improvements to RTD bus stops and bus services.
- Participated in meetings for the State Highway 7 Planning and Environmental Linkages (PEL) Study, the North Area Mobility Study (NAMS), and the Sustainable Communities Initiative (SCI) Northwest Corridor Working Group.

Goal 2: Obtain funding for construction and operation of Broomfield's transportation projects.

- Secure funding for transportation projects.

- Search and apply for grants for transportation projects.
- Facilitate execution of intergovernmental agreements with the Colorado Department of Transportation (CDOT) to implement US 36 Express Lanes and 120th Avenue Connection.
  - Ensure Broomfield's interests are protected in intergovernmental agreements for landscape improvements and stormwater facilities.
  - Facilitate approval of Public Utilities Commission application for 120th Avenue Connection railroad crossing.

Prior Year Accomplishments

- Negotiated intergovernmental agreement for Council approval of US 36 land transfers and stormwater facilities.
- Approval of Public Utilities Commission application to relocate the Burlington Northern Santa Fe (BNSF) Brainard Crossing railroad crossing.
- Applied for Denver Regional Council of Governments funding to study bike facilities and wayfinding signage at Regional Transportation District (RTD) Park-n-Rides.
- Worked with Communications Department to create a Bus Rapid Transit video.
- Completed study to determine costs to implement "Quiet Zones" at railroad crossings.

PLANNING

The Planning division administers the City and County of Broomfield's Comprehensive Plan and land use regulations. It directs, develops, and coordinates the preparation of long- and short-range plans for neighborhoods, districts, corridors, or large geographic areas. Planning also processes and reviews applications for new development and redevelopment while implementing and administering City and County of Broomfield adopted land use policies, standards, and ordinances. The division provides advice and consultation regarding the best current urban design and planning principles and practices to the City Council, the Urban Renewal Authority, the Planning and Zoning Commission, other agencies and departments, and the general public. Also, the division provides information on Broomfield's demographics and coordinates planning efforts with other local, regional, and state agencies.

Strategic Outcome: Responsive and Fiscally Responsible Government

Goal 1: Provide timely and accurate processing of all development applications filed with the Planning division.

- Prepare first review comments on 75% of development applications within six weeks of submittal.
  - Prepare and deliver referrals within one week of receipt of a complete application.
  - Process development applications within 20 weeks of submittal.

Planning	Type	Actual 2010	Actual 2011	Actual 2012	Actual 2013	Revised 2014	Projected 2015
Percentage of Development Applications Processed Within 20 Weeks	Effectiveness	71%	50%	59%	70%	75%	75%
Percentage of First Review Comments for Development Applications Processed Within Six Weeks	Effectiveness	100%	100%	92%	95%	80%	80%

Prior Year Accomplishments

- Seventy percent of all development applications were processed within 20 weeks.

- Ninety-five percent of all development applications had first-review comments processed within six weeks of a completed submittal.

Strategic Outcome: Economic Vitality

Goal 1: Review all development applications for consistency with applicable community plan(s).

- Review all development applications for consistency with applicable community plan(s).
  - Review development proposals for compliance with Comprehensive Plan goals.
- Review and update plans to be consistent with community objectives.
  - Update the Land Use Map, Sub-Area Plan Maps, and Urban Growth Boundary Map per Council approval.
- Administer and update the Broomfield Comprehensive Plan, Urban Renewal Plans, and Sub-Area Plans.

Planning	Type	Actual 2010	Actual 2011	Actual 2012	Actual 2013	Revised 2014	Projected 2015
Square Feet of Commercial Buildings Applied for PUD**	Output	0	773,887	3,425,882	32,081	55,000	30,000
Number of Dwelling Units Applied for SDP*	Output	31	842	1,567	1,435	500	400
Number of Dwelling Units Applied for PUD**	Output	544	580	1,860	310	750	250
Number of City Council/Study Session Agenda Reports	Output	54	48	57	54	54	55
Number of Land Use Review Committee (LURC) Agenda Reports	Output	38	24	33	41	35	45
Number of PUD Plans Applied**	Output	4	1	9	5	5	5
Number of SDP, USR, USR Applied*	Output	21	12	24	20	20	20
Number of Subdivision Plats Applied	Output	7	9	7	8	10	10

Prior Year Accomplishments

- Processed site development plans for over 596 multi-family residential units (Arista Filing No. 22, Wasatch, Dry Creek).
- Processed a site development plan for a freestanding emergency room (First Choice) of 6,618 square feet.
- Reviewed and processed the Westlake School Planned Unit Development Plan amendment at 13005 Lowell Boulevard (Azura) to allow the property to be used as congregate care and administrative offices. The site development plan provides for a 26,000 square foot addition to the school building. The plan provides for a 52-bed memory care facility and common area space.
- Processed an urban renewal site plan for Aerodry, a new 9,600 square foot business which sells carwash drying systems.
- Processed a site development plan for a 3,565-square-foot restaurant (Freddy's Frozen Custard) in MidCities.
- Processed a Planned Unit Development amendment to permit an increase in the number of residential multi-family units in MidCities from 1,075 to 1,201 units.
- Reviewed a site development plan for a private recreational facility (pool) at Lambertson Farms and a site development plan for 40 single-family homes. Also processed was a site development plan for three entry monument signs.
- Processed a Use by Special Review and Urban Renewal Site Plan to bring an existing landscape stockyard supply yard use into compliance.
- Processed a site development plan and urban renewal site plan for 92 townhome units located in the Broomfield Urban Transit Village area.

- Rezoning of a 9.43-acre site from General Business (B-2) to Planned Unit Development (PUD) to allow for 144 residential units.
- The Skyestone Site Development Plan was amended to revise lot widths which resulted in a net reduction of four lots. The amendment also revised landscaping, architecture, the clubhouse configuration and access to the residential area north of Lantana Parkway.
- Processed a site development plan for Palisade Park which will contain 161 Taylor Morrison single-family homes.
- The Twelve Thousand Wadsworth plan created two buildable (commercial) lots and dedicates public right-of-way and easements to provide public access, drainage, and utilities.
- Reviewed and processed 13 agreements including, but not limited to, new and amended subdivision improvement agreements and improvement agreements.
- Processed three revocable permits.
- Reviewed eight wireless communication facilities.
- Eleven residential variances for homeowners processed through the Planning and Zoning Commission and 27 minor residential variances for homeowners approved administratively.
- Processed six minor subdivision plats for development within Broomfield.
- Processed Use by Special Reviews for 31 oil and gas wells.
- Processed six comprehensive plan amendments.

Additional Prior Year Accomplishments (Not Tied to Goals)

- Prospect Ridge Academy Charter High School plan was reviewed. The plan allows for expansion to K-12 with the high school grades in a separate two-story building on the 6.75-acre property.
- Provided staff support on the rezoning of the Hoopes property (517 acres) from Planned Unit Development to Open Lands and Public Facilities.
- Staff also prepared an ordinance to revise the name of Open Space Zoning district to ensure the name of the district accurately described the types of uses allowed.
- Provided staff support for the Memorandum of Understanding for oil and gas well development.
- Completed 47 administrative site development plan modifications.
- Issued 72 temporary sign permits to Broomfield businesses.
- Processed five street vacations, right-of-way vacations, or street name changes.
  Provided staff support to the Historic Landmark Board.

ENGINEERING

The Engineering division provides infrastructure and traffic/transportation planning, technical support to the public, development review, and construction inspection in accordance with Broomfield standards and specifications. This work includes infrastructure master planning, construction document review, inspection of construction work, and maintenance of records for transportation and utility systems.

Strategic Outcome: Economic Vitality

Goal 1: Manage development responsibly.

- Perform timely reviews of construction documents.
  - Review 95% of construction documents within 30 days.
  - Review and coordinate all Planning and Zoning submittals with Planning, Public Works, and other departments/divisions by the requested deadline.
- Perform a satisfactory level of construction inspection.
  - Inspect 25% of new development infrastructure.

Engineering	Type	Actual 2010	Actual 2011	Actual 2012	Actual 2013	Revised 2014	Projected 2015
Number of Public Improvement Permits Issued	Output	283	258	322	331	330	327
Amount of Public Improvements Approved by Council	Output	$0.44 M	$9.15 M	$18.61 M	$24.31 M	$24 M	$22 M
Amount of Active PPIP's Permitted/Inspected	Output	N/A	$157 M	$199 M	$321.7 M	$321 M	$280 M
Public Improvements Inspections (Hours)	Output	2,332	2,242	2,343	2,410	2,410	2,387
Amount of Public Improvements Permitted/Inspected	Output	$16.97 M	$31.23 M	$58.01 M	$123.5 M	$123 M	$101 M
Number of Planned Unit Developments (PUD) Plans Reviewed	Output	4	1	9	5	5	5
Number of Site Development Plans (SDP) and Use by Special Review Plans (USR) Reviewed	Output	21	12	24	20	20	20
Number of Subdivision Plats Reviewed	Output	7	9	6	8	10	10
Number of Building Permit Grading Plans Reviewed	Output	227	232	256	429	429	371
Number of Construction Plans Reviewed	Output	N/A	99	147	186	186	173
Number of CIP Engineering Plans Reviewed	Output	28	N/A	N/A	N/A	N/A	N/A
Percentage of Infrastructure Inspected Annually	Effectiveness	13	16	10	12	12	11
Percentage of Construction Drawings Initially Reviewed Within 30 days	Effectiveness	91	100	100	100	100	100

Prior Year Accomplishments

- Reviewed 100% of Construction Documents within 30 days.
- Inspected 12% of new development infrastructure.
- Initiated Contract Inspection Services.

Additional Prior Year Accomplishments (Not Tied to Goals)

- Hans Jorgensen was selected as a recipient of the 2013 APWA/CAPA Asphalt Technology Scholarship.
- Recertified (through FEMA) Westlake Channel Levee for flood protection – received an APWA award.
- Adopted new state regulations for Floodplain Management.
- Adopted revised FEMA floodplain maps (FIRM) – countywide.
- Conducted Midway Blvd./Pedestrian Studies.
  Performed 225 traffic studies.

BUILDING INSPECTIONS

The Building division is responsible for ensuring that building construction complies with City codes through plan review services, field inspection, and administrative support. This is accomplished by accurate record keeping, reporting, code updates, timely response to citizen concerns, and education of the public.

Strategic Outcome: Economic Vitality

Goal 1: Provide accurate and timely plan review to identify discrepancies with adopted codes.

- Complete initial plan review of new single-family dwellings and tenant finishes within 21 days of submittal 90% of the time.
  - Review tracking information recorded in software system each month.

Building	Type	Actual 2010	Actual 2011	Actual 2012	Actual 2013	Revised 2014	Projected 2015
Number of Permits Issued for New SFH	Output	170	192	135	292	413	442
Permit Value of New SFH	Output	$48.6 M	$60.4 M	$45 M	$108.5 M	$136 M	$145 M
Number of Certificates of Occupancy (CO) Issued for New SFH	Output	184	215	116	176	375	340
Number of AA Building Permits Issued for SFH	Output	965	990	1,069	1,195	1,000	1,000
AA Permit Value for SFH	Output	$14 M	$9.6 M	$10.1 M	$12.4 M	$10 M	$10 M
Number of AA Permits Closed for SFH	Output	1,152	898	625	629	850	850
Percent of Plan Reviews Completed Within 21 Days of Submittal	Effectiveness	N/A	95	95	95	95	95

Prior Year Accomplishments

- Completed first-plan review on new house permits and tenant finish permits within 21 days of submittal 95% of the time.

Goal 2: Provide timely inspections to assure compliance with codes.

- Respond to inspection requests at site within 24 hours 95% of the time.
  - Review tracking information recorded in software system each month.

Building	Type	Actual 2010	Actual 2011	Actual 2012	Actual 2013	Revised 2014	Projected 2015
Population-As of July 1	Input	56,543	57,304	57,515	59,278	63,209	65,907
Number of Inspections for New Single-Family Homes (SFH)	Output	3,416	3,649	2,421	4,610	6,608	6,200
Number of Inspections for New Multi-Family Homes (MFH)	Output	1,929	726	1,997	3,677	2,500	2,500
Number of Inspections for New Commercial Buildings	Output	1,355	179	420	385	300	300
Total Inspections for New Buildings	**Output**	**6,700**	**4,554**	**4,838**	**8,672**	**9,408**	**9000**
Number of Inspections of Alterations and Additions (AA) for SFH	Output	2,167	2,289	2,752	2,632	2,500	2,500
Number of AA Inspections for Commercial Buildings	Output	1,441	1,792	1,795	1,492	1,400	1,400
Total Inspections (AA) for Buildings	**Output**	**3,608**	**4,081**	**4,547**	**4,124**	**3,900**	**3,900**
Number of Inspections for "Other"	Output	7,443	3,592	3,207	2,599	2,500	2,500
Number of Inspections for Mobile Homes	Output	11	72	210	128	100	100
Total Number for All Inspections	**Output**	**17,762**	**12,299**	**12,802**	**15,523**	**15,908**	**15,500**
Number of Units Included in Permits Issued for New MFH Buildings	Output	62	42	1,777	628	1,064	886
Permit Value of New MFH	Output	$7.3 M	$5.2 M	$140.9 M	$51.3 M	$36 M	$29 M
Number of Building Permits Issued for New Commercial Building	Output	15	9	15	12	2	4
Permit Value of New Commercial Buildings	Output	$10.46 M	$25.71 M	$12.5 M	$8.6 M	$8 M	$15 M
Total Permit Value of New Construction	**Output**	**$66.36 M**	**$91.31 M**	**$198.4 M**	**$168.4 M**	**$180 M**	**$189**
Number of CO's Issued for MFH	Output	47	57	50	63	1,000	1,000
Number of AA Building Permits Issued for MFH	Output	0	1	0	0	0	0
AA Permit Value for MFH	Output	N/A	$.03 M	N/A	N/A	$0 M	$0 M
Number of Building AA Permits Issued for Commercial Buildings	Output	127	167	161	122	140	140
AA Permit Value for Commercial Buildings	Output	22.5	16.8	19.6	18.7	18	18
AA Permit Value Other	Output	34.3	15.2	19.6	16.9	15	15
Total Permit Value of AA Construction	**Output**	**$70.8 M**	**$41.63 M**	**$49.3 M**	**$48 M**	**$43 M**	**$43 M**
Number of AA Permits Closed for MFH	Output	0	0	0	0	0	0
Percent of Inspections Performed Within 24 Hours of Request	Effectiveness	99	99	99	99	99	99
Number of Citizen's Advisory Meetings*	Output	4	1	N/A	N/A	0	0

Prior Year Accomplishments

- Performed next-day inspections 99% of the time.

GEOGRAPHIC INFORMATION SYSTEM (GIS)

The Geographic Information System (GIS) division provides GIS/mapping service for citizens, employees, and guests of the City and County of Broomfield. The data is prepared, stored, and distributed to the customers in either electronic or physical formats. The GIS division also produces, broadcasts, and records the Study Sessions and City Council meetings.

Strategic Outcome: Responsive and Fiscally Responsible Government

Goal 1: Create, produce, and maintain mapping projects, as requested.

- Compile existing data, create draft for review, and present finished project to customer by due date.

- Vicinity maps and 500-foot buffer requests will be completed on or before the deadline, 95% of the time.
- 95% of all development submittal reviews will be completed by the requested due date.

Geographic Information System (GIS)	Type	Actual 2010	Actual 2011	Actual 2012	Actual 2013	Revised 2014	Projected 2015
Number of Applications and Projects Managed by GIS	Output	137	322	524	608	500	500
Number of Vicinity Maps and 500' Buffer Requests Received	Input	N/A	N/A	N/A	252	250	240
Percentage of Vicinity Maps and 500' Buffer Requests Completed within the Deadline	Output	N/A	N/A	N/A	100%	100%	100%
Number of Planning Submittals Received	Input	N/A	N/A	N/A	147	150	130
Percentage of Planning Submittals Completed within the Deadline	Output	N/A	N/A	N/A	99.32%	95%	95%

Prior Year Accomplishments

- GIS staff created over 3,000 maps and GIS documents for staff and the public.
- Created more than 250 vicinity maps for Council memos and other reports.
- GIS continued work on the utility mapping project.
- Prepared liquor license maps for public hearings.
- Mapping, title research, Coordinate Geometry (COGO) deed work, and parcel review for CDOT's US 36 Widening and Managed Lanes projects.
- Worked with Open Space staff to update the coyote incident map.
- Continued work on marketing maps to promote City and County of Broomfield with the Economic Development Department.
- Assisted with election mapping.
- Worked with Code Compliance to create homeowners association (HOA) maps for chicken licensing.
- Worked with the City and County Manager and City and County Attorney's offices on oil and gas mapping.
- Worked with the City and County Manager and City and County Attorney's offices on new urban renewal area mapping.
- Created a Front Range trails map.
- Updated the US 36 bike link map.
- Updated the zoning map.
- Worked with the Police Department to create a traffic complaints map.
- Worked with Transportation to create a Quiet Zone project map.

Goal 2: Provide professional audio/visual (A/V) production of City Council meetings.

- Produce a smooth A/V recording of City Council meetings and Study Sessions.
  - Coordinate the A/V recording during live Council meetings, including video transitions from speaker to video.
  - Create a copy of the recording for replay, web broadcasts, and archival.
- Create videos for Council meeting items as requested by City staff and developers.
  - Film project areas as needed for City Council items as requested.
  - Edit, as needed, to create a video record of the data for the meetings.

Geographic Information System (GIS)	Type	Actual 2010	Actual 2011	Actual 2012	Actual 2013	Revised 2014	Projected 2015
Number of Audio/Video Live Broadcasts and Recorded Productions	Output	84	71	69	61	68	68

Prior Year Accomplishments

- GIS staff videotaped the following in 2013: Council Candidate Forum, Oil and Gas Meeting, All Council Meetings and Council Concept Reviews, Manager's Meetings, and Candidate Forum.

Goal 3: Assist staff and the public on an ongoing basis in the retrieval of electronic GIS documents.

- Increase the information available to the public online.
  - Create links on the website to electronic data enabling the public the capability of downloading information.
  - Add data and links to the web as they become available.
- Provide electronic documents as requested.
  - Provide electronic documents by e-mail, FTP Site, or CD/DVD.

Geographic Information System (GIS)	Type	Actual 2010	Actual 2011	Actual 2012	Actual 2013	Revised 2014	Projected 2015
Number of GIS Documents Prepared	Output	2,649	3,014	3,119	3,074	3,200	3,200
Number of Electronic Documents Downloaded or Provided by GIS Staff	Output	29,765	31,894	28,670	13,752	2,000	2,000

Prior Year Accomplishments

- Transferred 500 pages and documents from the old website to the new website, and created links to the new pages.
- Updated the Assessor Tax Mapbook pages on the Broomfield website.

Goal 4: Create and maintain the parcels for the City and County of Broomfield.

- Represent the accurate current boundary for all parcels in the City and County of Broomfield.
  - Create new parcels by splitting existing parcels or joining existing parcels.
- Process parcel join or split, create new parcels, and update parcel layer.
  - Identify whether or not parcel boundaries will be affected by the modifications requested in recorded documents received from Central Records.

Geographic Information System (GIS)	Type	Actual 2010	Actual 2011	Actual 2012	Actual 2013	Revised 2014	Projected 2015
Number of Parcels Created and Maintained	Output	86,428	21,726	21,920	22,540	23,000	23,500
Number of Parcels Manipulated	Output	1,972	2,602	2,937	4,994	4,000	3,500

Prior Year Accomplishments

- Broomfield GIS is currently maintaining over 22,500 parcels.
- GIS staff manipulated approximately 5,000 parcels in 2013.

Goal 5: Investigate and create new Broomfield addresses.

- Investigate location and assign addresses.
  - Identify areas in need of address points.
  - Investigate online and on-site to determine appropriate address.
- Work with internal and external customers to determine correct location for requested addresses.
  - Create addressing as requested for permits.
  - Ensure addresses are accessible within 48 hours of request, 95% of the time.

Geographic Information System (GIS)	Type	Actual 2010	Actual 2011	Actual 2012	Actual 2013	Revised 2014	Projected 2015
Number of Address Requests Received	Input	N/A	N/A	N/A	741	750	710
Percentage of Address Requests Processed within 48 Hours	Output	N/A	N/A	N/A	97.44%	95%	95%

Prior Year Accomplishments

- GIS staff researched and added over 700 addresses to the GIS and Innoprise databases.

Additional Prior Year Accomplishments (Not Tied to Goals)

- Worked on the Anthem property transfer title work.
- GIS staff managed 608 projects and applications.
- Validated construction drawings for Engineering per the 2012 Standards and Specification requirements.
- GIS staff reviewed 45 subdivision plats.
- Reviewed Title commitments for land purchase, Lustig, The Crossing, and Dry Creek Valley Business Center Filing No. 1.
- Created a plat for the Dry Creek Valley Business Center Filing 1.
  Worked with Recreation staff on the Freedom Softball tournament brackets.

CAPITAL IMPROVEMENTS PROGRAM ADMINISTRATION

The Capital Improvement Program (CIP) division is responsible for the management of capital construction projects in the CIP, Open Space and Parks, Service Expansion, Conservation Trust, and Urban Renewal funds. The division acts as Broomfield's infrastructure builder and works closely with Community Resources, Public Works, and the other divisions within Community Development, as well as the end users of the projects, including the public and other agencies. The projects are managed from initial concept through design, construction, and warranty periods with an emphasis on quality while minimizing costs and construction impacts to the citizens of Broomfield.

Strategic Outcome: Responsive and Fiscally Responsible Government

Goal 1: Demonstrate fiscal responsibility with public funds for capital improvement projects.

- Construct high-quality capital improvement projects within budget constraints.
  - Research alternatives and implement the highest quality and lowest-cost project elements.
- Develop the best possible plans prior to construction.
  - Hire the most qualified design consultants for each project.
  - Increase spending during the design phase to decrease spending during the construction phase.

Capital Improvement Program	Type	Actual 2010	Actual 2011	Actual 2012	Actual 2013	Revised 2014	Projected 2015
Number of Funded Projects Managed	Output	59	75	79	65	83	68
Project Amount Magnitude (in Millions)	Output	$43.8 M	$36.7 M	$53.1 M	$62.4 M	$62.3 M	$79.9 M
Number of Other Projects Managed	Output	12	11	15	11	15	15

Prior Year Accomplishments

- Hired design-build team for North Area Lift Station. The design-build process resulted in approximately $1.5 million in project savings.

- Selected an architect for the new Health and Human Services facility.
- Obtained Urban Drainage and Flood Control District (UDFCD) funding for the Willow Run Channel Maintenance project.
- Completed the Tom Frost Pavilion and Interpretive Sign project with partial Great Outdoor Colorado (GOCO) grant funding.

Strategic Outcome: Facilities and Effective Transportation Infrastructure

Goal 1: Develop capital improvement project designs and schedules to meet City Council, City Management, and users' expectations.

- Identify and include all appropriate stakeholders in the project development process.
  - Monitor, manage, and communicate schedule risks on a monthly basis to achieve key project milestones.

Capital Improvement Program	Type	Actual 2010	Actual 2011	Actual 2012	Actual 2013	Revised 2014	Projected 2015
Number of CIP Requests (staff & citizen-including Neighborhood Grants) Evaluated and Processed	Output	18	76	53	53	45	45
Number of City Council/Study Session Agenda Reports	Output	32	39	46	37	40	35

Prior Year Accomplishments

- Completed the Dillon Road/West 144th Avenue and South 120th Street Intersection Improvement project.
- Substantially completed the $1.7 million 120th Connection Utility Relocation Eastside project.
- Completed the following trail segments: 144th Avenue from Federal Boulevard to Clay Street, and BT-6 from Spruce Meadows to the Sheridan Underpass.
- Worked with the Colorado Department of Transportation (CDOT) on the $312 million US 36 Managed Lanes and Bridge Replacement projects.

Strategic Outcome: Environmental Stewardship

Goal 1: Use innovative and environmentally-friendly technology, construction materials, and methods.

- Use less water, electrical power, and raw materials consistent with Broomfield's Sustainability Program.
  - Research and perform life cycle cost analyses for using low energy and sustainable materials in construction projects.

Prior Year Accomplishments

- Completed the 2013 Irrigation Replacement project for better water efficiency.
- Performed life-cycle costing in the selection of construction method for the basketball court replacement project.

Additional Prior Year Accomplishments (Not Tied to Goals)

- Completed work, with the City of Westminster, on the Metzger Property Trails project.
- Completed modifications to the Westlake Channel Levee.
- Completed construction of a new parking lot in Arista for the 1STBANK Center.
- Obtained agreement and intergovernmental agreements with CDOT and the City of Westminster for the Lowell Boulevard Improvement project from West 120th Avenue to Midway Boulevard.

CODE COMPLIANCE

The Code Compliance division enforces municipal ordinances to protect and enhance the quality of Broomfield neighborhoods. It also provides information to citizens on the importance of maintaining quality neighborhoods.

Strategic Outcome: Responsive and Fiscally Responsible Government

Goal 1: Minimize citizen complaints.

- Maintain citizen complaints below 20% of total cases.
  - Address neighborhood violations using officer-initiated cases for greater than 80% of total cases.

Code Compliance	Type	Actual 2010	Actual 2011	Actual 2012	Actual 2013	Revised 2014	Projected 2015
Number of Complaints Initiated by Code Compliance	Output	4,053	2,649	5,220	4,575	4,500	4,320
Number of Complaints Initiated by Citizens	Output	518	628	391	394	500	480
Total Number of Complaints	**Output**	**4,571**	**3,277**	**5,611**	**4,969**	**5,000**	**4,800**
Number of Complaints Resulting in Citations or Towed Vehicles	Output	29	20	31	25	40	40

Prior Year Accomplishments

- Maintained citizen complaints at only 8% of total cases for 2013.

Strategic Outcome: Safe Community

Goal 1: Communicate information to the citizens regarding the importance of property maintenance and voluntary code compliance.

- Maintain a high level of voluntary compliance with municipal codes.
  - Provide information to citizens regarding property maintenance to achieve a minimum of 98% voluntary compliance.

Code Compliance	Type	Actual 2010	Actual 2011	Actual 2012	Actual 2013	Revised 2014	Projected 2015
Number of Complaints Voluntarily Brought into Compliance	Output	4,542	3,257	5,580	4,944	4,960	4,760
Percentage of Complaints Voluntarily Brought into Compliance	Effectiveness	99	99	99	99	99	99

Prior Year Accomplishments

- Maintained a level of 99% voluntary compliance for total cases in 2013.

POLICE

The Broomfield Police Department's mission is to enhance the quality of life in the community by protecting life and property, and providing services to prevent crime and resolve problems.

POLICE ADMINISTRATION

The Police Administration division provides overall leadership for the members of the department and management of daily operations associated with essential city and county law enforcement services. The Broomfield Police Department is the only combined police and sheriff's department in the State of Colorado and, as a result, realizes significant efficiencies both financially and in the development of public safety policy. The Department, in partnership with the community, has developed a community-oriented policing philosophy that defines the delivery of all police services. The Broomfield Police Department is organized into two bureaus, the Operations Bureau and Support Services Bureau.

OPERATIONS BUREAU

The Operations Bureau provides essential public safety services that are delivered at a level consistent with the community policing philosophy.

The Patrol Division provides emergency response, calls for service, preliminary investigation, neighborhood problem solving, DUI enforcement, directed patrol, SWAT, and special units.

The Investigations Division investigates all persons and property crimes, processes crime scenes, protects victim rights, and files all cases with the District Attorney's office.

The Special Operations Division provides traffic enforcement in neighborhoods, on highways, and the Northwest Parkway; conducts accident investigations; special event coordination; patrol services in the FlatIron Business District; and safety in Broomfield's schools through the School Resource Officer program.

Strategic Outcome: Safe Community

Goal 1: Ensure a safe community.

- Maintain an overall crime clearance rate that is above the national average.
  - Provide active patrol services to neighborhoods and businesses as measured by calls for service and officer-initiated activities.
- Maintain a clearance rate of 38% for all serious crimes.
  - Investigate all reported crimes and clear cases through acceptable clearance standards.

Patrol	Type	Actual 2010	Actual 2011	Actual 2012	Actual 2013	Revised 2014	Projected 2015
Calls for Service	Output	28,128	27,584	28,165	28,919	28,015	28,015
Officer Self-Initiated Actions	Output	66,210	64,237	57,432	70,061	64,858	64,858
Adult Arrests	Output	2,599	2,680	2,324	2,338	2,485	2,485
Juvenile Arrests	Output	696	680	818	536	674	674
Total Arrests	**Output**	**3,295**	**3,360**	**3,142**	**2,874**	**3,159**	**3,159**

Investigations	Type	Actual 2010	Actual 2011	Actual 2012	Actual 2013	Revised 2014	Projected 2015
Crime Rate Per 1,000 Population	Output	21	19	21	20	N/A	N/A
Number of Crime Scenes Examined by Crime Scene Unit	Output	N/A	N/A	N/A	58	N/A	N/A
Number of Pieces of Evidence Examined by Crime Scene	Output	N/A	N/A	N/A	1,983	N/A	N/A
Number of Vicitims Served by the Victim Services Unit	Output	N/A	N/A	N/A	1,996	N/A	N/A
Number of Victim Services Call-Outs	Output	N/A	N/A	N/A	322	N/A	N/A
Total Number of Homicides	Output	3	1	2	1	N/A	N/A
Number Cleared	Output	3	1	2	1	N/A	N/A
Clearance Rate	Effectiveness	100%	100%	100%	100%	N/A	N/A
Total Number of Sexual Assaults	Output	10	5	7	14	N/A	N/A
Number Cleared	Output	10	5	7	13	N/A	N/A
Clearance Rate	Effectiveness	100%	100%	100%	93%	N/A	N/A
Total Number of Robberies	Output	13	6	6	7	N/A	N/A
Number Cleared	Output	11	6	3	6	N/A	N/A
Clearance Rate	Effectiveness	85%	100%	50%	86%	N/A	N/A
Total Number of Aggravated Assaults	Output	16	17	18	15	N/A	N/A
Number Cleared	Output	15	17	17	14	N/A	N/A
Clearance Rate	Effectiveness	94%	100%	94%	93%	N/A	N/A
Total Number of Burglaries	Output	118	81	96	105	N/A	N/A
Number Cleared	Output	51	30	42	27	N/A	N/A
Clearance Rate	Effectiveness	43%	38%	44%	26%	N/A	N/A
Total Number of Motor Vehicle Theft	Output	48	46	42	42	N/A	N/A
Number Cleared	Output	21	13	19	25	N/A	N/A
Clearance Rate	Effectiveness	44%	26%	45%	60%	N/A	N/A
Total Number of Larceny/Theft	Output	984	960	1,091	1,036	N/A	N/A
Number Cleared	Output	398	392	447	419	N/A	N/A
Clearance Rate	Effectiveness	40%	38%	41%	40%	N/A	N/A
Total Serious Crime	Output	1,192	1,116	1,262	1,220	N/A	N/A
Number Cleared	Output	510	464	537	505	N/A	N/A
Clearance Rate	Effectiveness	43%	42%	43%	41%	N/A	N/A
Number of Felony Cases filed	Output	322	204	246	N/A	N/A	N/A
Number of Felony Cases Accepted by DA	Output	260	174	195	N/A	N/A	N/A
Percent of Cases Accepted by DA	Effectiveness	81%	85%	79%	N/A	N/A	N/A

Traffic	Type	Actual 2010	Actual 2011	Actual 2012	Actual 2013	Revised 2014	Projected 2015
Total Number of Traffic Violations	Output	9,022	9,280	7,692	N/A	N/A	N/A
Total Number of Traffic Summonses	Output	N/A	N/A	N/A	8,411	N/A	N/A
Total Number of Accidents with Injuries	Output	107	114	112	102	109	109
Number of Traffic Injuries	Output	136	139	137	N/A	N/A	N/A
Total Number of Accidents with Fatalities	Output	1	1	4	2	2	2
Number of Traffic Fatalities	Output	1	1	4	N/A	N/A	N/A
Traffic Accidents- Other (non-injury/fatality)	Output	1,214	1,353	1,255	N/A	1,353	1,353
Total Traffic Accident Reports	Output	1,322	1,468	1,371	1,552	1,388	1,388
Total Number of Accidents Involving DUIs	Output	40	40	49	45	42	42
Total Number of DUI Arrests	Output	255	265	262	229	257	257

Prior Year Accomplishments

- Achieved clearance rate of 39% on all serious crimes.
- Increased officer-initiated activities by 22% in 2013.

SUPPORT SERVICES BUREAU

The Support Services Bureau provides essential public safety services as required for county law enforcement agencies and non-essential services as expected by the community.

The Administration Division consists of the Training Unit, Court Security, the Senior Liaison program, the Civil Unit, the Animal Services Unit, and the Property/Evidence Unit. The Training Unit oversees recruitment, in-service and field training, licensing, and background investigations. The Senior Liaison program provides essential police services to our senior

community. The Civil Unit, a required county service, serves civil papers received for process from citizens and court, and the Animal Services Unit focuses on animal issues and related ordinance enforcement.

The Communications Division provides essential public safety communication services for both the police and fire departments and maintains police and inmate records.

The Detention Division maintains a 24/7 operational detention facility that houses and transports inmates, as necessary. The division also provides educational, religious, substance abuse, and anger management programs to inmates.

Emergency Management provides essential emergency management services as required by county law and non-essential public safety services through public education. It is also responsible for the dissemination of public information.

Strategic Outcome: Safe Community

Goal 1: Provide a safe and secure detention facility.

- Manage inmate population so it does not exceed facility capacity.
  - Identify off-site facilities to safely house inmates who exceed Broomfield's facility capacity, at a reasonable cost, as measured by Average Daily Population (ADP) and percentage of occupancy in all pods.
- Manage staffing at required minimum while using minimal overtime.
  - Maintain minimum staffing of four officers and one sergeant per post for 24/7 coverage using minimal overtime hours.

Records & Communications	Type	Actual 2010	Actual 2011	Actual 2012	Actual 2013	Revised 2014	Projected 2015
Police Response Time- Priority Calls (in Minutes)	Effectiveness	7.04	8	6.73	N/A	N/A	N/A
Police Response Time- Other (in Minutes)	Effectiveness	16.74	14.93	19.43	N/A	N/A	N/A
Total Number of 911 Calls	Output	22,592	23,005	24,329	19,839	22,265	22,265
Total Number of Non-Emergency Calls	Output	91,033	95,702	84,115	80,060	89,223	89,223
Total Number of Calls	**Output**	**113,625**	**118,707**	**108,444**	**99,899**	**111,487**	**111,487**
Number of Fire/EMS Calls for Service	Output	4,140	4,338	4,831	4,999	4,424	4,424

Detention Operations	Type	Actual 2010	Actual 2011	Actual 2012	Actual 2013	Revised 2014	Projected 2015
Total Number of Bookings	Output	2,419	2,304	2,090	2,226	2,276	2,276
Men's Pod Capacity**	Input	48	48	48	48	48	48
Special Management Unit (SMU) Capacity	Input	24	24	24	24	24	24
Women's Pod Capacity	Input	8	8	8	8	8	8
Total Detention Center Capacity	**Input**	**80**	**80**	**80**	**80**	**80**	**80**
Men's Pod Average Daily Population	Output	48	42	39	39	44	44
SMU Average Daily Population	Output	12	10	10	13	11	11
Women's Pod Average Daily Population	Output	14	8	10	9	11	11
Total Average Daily Population*	Output	74	60	59	61	66	66
Men's Pod Occupancy (%)	Output	101%	87%	80.50%	81.92%	91%	91%
SMU Occupancy (%)	Output	48.67%	41.92%	42.17%	53.42%	48%	48%
Women's Pod Occupancy (%)	Output	175.92%	100.33%	123.83%	117.50%	135%	135%
Total Detention Center Occupancy (%)	Output	92.75%	69.17%	73.23%	76.83%	82%	82%
Average Number of Female Inmates Housed Outside of	Output	3.93	0.54	0.91	0.86	2	2
Average Number of Male Inmates Housed Outside of	Output	2.94	2.42	0.66	0.51	2	2
Total Average Number of Inmates Housed Outside of	**Output**	**6.87**	**2.96**	**1.57**	**1.36**	**4**	**4**

*Reflects all housed inmates in the facility, including those in the three housing pods, booking and outside facilities.
Projections for 2007 & 2008 are based on Consultant's Detention Center Planning Update (August 11, 2006), not linear projections.
**Reflects triple bunking during 2008 and 2009.

Prior Year Accomplishments

- Implemented a 12-hour work schedule in 2013, which realigned staffing for better shift coverage and reduced overtime usage by nearly $90,000.

Additional Prior Year Accomplishments (Not Tied to Goals)

- Increased Emergency Response Team (ERT) development and training.
- Increased number of transports (relays) by 11% for the Patrol Division.

PUBLIC WORKS

The Public Works Administration division plans, organizes, directs, and coordinates the activities of the Public Works Department, including administration and supervision of all Public Works activities and capital improvement projects.

FLEET MAINTENANCE

The Fleet Maintenance division maintains vehicles and equipment for safety, reliability, and compliance with mandatory State and Federal requirements.

Strategic Outcome: Safe Community

GOAL 1: Meet State, Federal, and Local regulatory safety requirements for all vehicles and equipment in the City and County's Fleet.

- Minimize deficiencies in annual Department of Transportation safety inspections.
  - Perform necessary preventive maintenance and safety inspections to minimize deficiencies in annual Department of Transportation safety inspections.
- Stay compliant with Diesel Fleet Self Certification Program, as well as the Denver Metro Clean Air Program for gas-powered vehicles.
  - Perform necessary preventive maintenance to keep vehicles and equipment running at optimum performance and to minimize potential failures.

Fleet Maintenance	Type	Actual 2010	Actual 2011	Actual 2012	Actual 2013	Revised 2014	Projected 2015
Number of Vehicles Maintained	Output	163	166	166	169	190	190
Number of Equipment Items Maintained	Output	238	251	253	257	247	249
Total Number of Vehicles and Equipment Items Maintained	**Output**	**401**	**417**	**419**	**426**	**435**	**439**
Number of Mechanics	Input	6.8	6	5.75	6	6	7
Number of Vehicles and Equipment Items Maintained per Mechanic	Efficiency	58.97	69.5	72.86	71	72.5	62.7
Average Age of Fleet in Months	Input	92.23	96.06	94.22	110.2	110.2	110.2
Average Age of Fleet in Years	Input	7.69	8	7.83	8.27	8.27	8.27

Prior Year Accomplishments

- Fleet Services scheduled and completed all required annual safety inspections and had no safety-related failures in 2013.
- Fleet Services completed all in-house diesel emissions tests with zero failures. Fleet Services used the state facility for gas emissions and had only one failed vehicle due to a bad gas cap.

Strategic Outcome: Responsive and Fiscally Responsible Government

GOAL 1: Maximize vehicle and equipment availability.

- Minimize vehicle and equipment downtime during business hours.
  - Schedule regular preventive and corrective maintenance.
- Maintain 98% of uptime or better on Priority One equipment.
  - Track downtime on specific vehicles and equipment monthly in order to calculate an annual downtime percentage.

Fleet Maintenance	Type	Actual 2010	Actual 2011	Actual 2012	Actual 2013	Revised 2014	Projected 2015
Waste Oil Recycling Program Participants	Output	318	334	338	253	337	337
Number of Gallons of Waste Oil Recycled	Output	2,210	2,540	2,865	2,980	2,641	2,641
Percentage of Citizens Using Waste Oil Program	Effectiveness	0.56%	0.58%	0.04%	0.02%	0.05%	0.05%

Prior Year Accomplishments

- Preventive Maintenance (PM) on heavy use vehicles and equipment is performed during low-use hours and after 2 p.m., keeping vehicles and equipment available during normal business hours.
- All Priority One equipment exceeded the goal of 98.00% uptime, with an actual of 98.86%. The snow plow fleet's uptime was 99.45%, and Utilities water break equipment was at 99.41%. The entire Broomfield Fleet was held to 99.85%, well above the industry standard of 95%.

Additional Prior Year Accomplishments (Not Tied to Goals)

- In December 2012, Fleet Services installed a new Fuel Tracking System. This system helped provide fuel reports for using departments, as well as fuel tracking and use by vehicle. Most vehicles were equipped with the AIM 2 system, which requires no data entry at the pump for cleaner odometer reports and fewer fueling errors. The remaining vehicles received a small square key that works much like the old card system requiring odometer entry at the pump, but is much more reliable. While the fuel island upgrade only took a couple of days, the actual installation on vehicles took most of the summer with police vehicles being done first and the rest of Broomfield's fleet being done during services or repairs.

FACILITY MAINTENANCE

The Facilities division provides clean, safe, healthy, and comfortable environments in each of the City and County facilities in a fiscally responsible manner, ensuring longevity, and minimizing costs.

Strategic Outcome: Facilities and Effective Transportation Infrastructure

GOAL 1: Maintain safe facilities.

- Inspect, evaluate, and apply appropriate repairs and upgrades.
  - Develop a plan to maintain and improve facility safety and aesthetics.

Facility Maintenance	Type	Actual 2010	Actual 2011	Actual 2012	Actual 2013	Revised 2014	Projected 2015
Number of Facilities Maintained	Output	27	27	27	27	27	28
Number of Work Orders Requested	Output	3,212	4,490	4,012	1,449	1,500	1,600
Number of Work Orders Completed	Output	2,964	4,196	3,792	1,205	1,400	1,500

Prior Year Accomplishments

- Completed 1,205 work requests out of 1,449 requested, an 83% completion rate.

GOAL 2: Optimize condition of Broomfield's facilities at minimum life cycle costs.

- Evaluate facility conditions annually and apply appropriate repairs and rehabilitation.
  - Develop and maintain condition assessment evaluation plans for all locations.

Facility Maintenance	Type	Actual 2010	Actual 2011	Actual 2012	Actual 2013	Revised 2014	Projected 2015
Total Facility Maintenance Budget	Input	$3,793,347	$3,804,537	$3,918,100	$ 3,999,840	$ 3,794,640	$ 3,999,000
Square Footage of Facilities Maintained	Output	472,429	498,361	498,361	498,361	498,361	498,361
Facility Maintenance Cost per Square Foot	**Efficiency**	$8.03	$7.64	$7.86	$8.03	$8.00	$8.00

GOAL 3: Perform cleaning to maintain condition and enhance function of facilities.

- Develop and implement maintenance plan and tracking system.
  - Complete maintenance per plan.
  - Complete cleaning per plan.

Facility Maintenance	Type	Actual 2010	Actual 2011	Actual 2012	Actual 2013	Revised 2014	Projected 2015
Preventive Maintenance Services Performed	Output	587	840	776	772	950	1,000

Prior Year Accomplishments

- Completed 772 preventive maintenance tasks in 2013.
- Monthly building inspections were performed to assure cleaning standards with immediate correction to deficiencies. Implemented the Building Assessment program for proactive maintenance and long-term financial planning for capital expenditures.

Strategic Outcome: Responsive and Fiscally Responsible Government

Facility Maintenance	Type	Actual 2010	Actual 2011	Actual 2012	Actual 2013	Revised 2014	Projected 2015
Gas and Electric Costs*	Input	$827,690	$1,010,480	$968,369	$1,090,112	$970,000	$990,000

*Includes all gas and electric costs for heating and cooling Broomfield Facilities (Citywide).

Additional Prior Year Accomplishments (Not Tied to Goals)

- Assisted neighboring communities after the 2013 flood emergency by providing 60 hours of staff time to operate a front loader at the Boulder dump site; 10 hours of staff time to transport Emergency Management supplies including cots, inflatable mattresses, and blankets to Longmont and Niwot.

PARK MAINTENANCE

The Park Maintenance division maintains and operates the City and County's irrigated parks, right-of-ways, facilities landscaping, open space, trees, structures and appurtenances, and athletic facilities in a responsible manner, providing a safe and aesthetically pleasing environment for our citizens and visitors.

Strategic Outcome: Facilities and Effective Transportation Infrastructure

GOAL 1: Address critical deficiencies (safety and liability) in a timely manner.

- Achieve 100% compliance to critical deficiencies within 24 hours.
  - Identify critical deficiencies and assign tasks to appropriate personnel for completion.
  - Track activities through maintenance log and service work request (SWR) system.
  - Review and compile reports and data.

Prior Year Accomplishments

- In 2013, all critical deficiencies were handled in a timely manner; all were addressed in a 24-hour period upon notification.

GOAL 2: Address non-critical deficiencies in a timely fashion.

- Maximize the number of deficiencies addressed based on resources.
  - Prioritize repairs/actions based on budget and staff.

Prior Year Accomplishments

- Accomplished daily task in 2013 to a satisfactory level, with minimal citizen complaints and a high rate of customer satisfaction.

Strategic Outcome: Environmental Stewardship

GOAL 1: Conserve water resources.

- Minimize water application as a part of Evapo-Transpiration (ET), while still meeting safety and aesthetic objectives as a function of ET.
  - Apply water not to exceed 100% of recommended ET.
- Increase irrigated landscape acreage with reuse water as dictated by reuse availability plan.
  - Install new or replace current domestic water with reuse water.

Park Maintenance	Type	Actual 2010	Actual 2011	Actual 2012	Actual 2013	Revised 2014	Projected 2015
Park Acres Irrigated by the Reuse System	Output	469	503	532	540	607	670
Percent of Park Irrigation Provided by the Reuse System	**Effectiveness**	49%	48%	51%	51%	50%	51%

Prior Year Accomplishments

- Irrigation systems were upgraded at Outlook Park, Zang Spur Park, Willow Park, and the Paul Derda Recreation Center in 2013 to aid in water efficiency.
- The Parks Division expanded the re-use system in 2013 by adding 3.3 acres of parks at 124th and Lowell.
- In 2013, 44 acres of athletic fields were top dressed with 800 tons of material to help decrease the water requirements of these high-traffic areas.
- The City and County of Broomfield Recycle Center Demonstration Garden was rebuilt with xeric plants in 2013.
- Landscape islands on 144th and 136th avenue bordering the Broadlands development were renovated and replanted with new xeric materials to assist in water conservation.

GOAL 2: Protect City and County owned property from noxious and invasive weeds.

- Meet or exceed the noxious weed guidelines as detailed in the Open Space, Parks, Recreation, and Trails Master Plan.
  - Refine and implement the processes outlined in the noxious weed plan.
- Establish a weed management plan for individual properties.
  - Map weed infestations through GIS data collection.

Park Maintenance	Type	Actual 2010	Actual 2011	Actual 2012	Actual 2013	Revised 2014	Projected 2015
Acres of Developed Parks and Recreation Areas Maintained	Output	423	470	475	475	509	576
Acres of Traffic Islands, Grounds, and Parkways Maintained	Output	271	294	294	302	308	312
Acres of Leased, Utilized Areas Maintained	Output	12	12	12	12	12	12
Acres of Native Areas Maintained	Output	3,880	3,951	3,973	3,976	3,976	3,981
Acres of Athletic Fields/Facilities Maintained	Output	234	251	254	254	260	260
Total Acreage Maintained	**Output**	4,820	4,978	5,008	5,019	5,119	5,141
Percent of Total Acreage Maintained Increase	Effectiveness	4%	1%	0%	1%	1%	1%
Maintenance Cost Per Acre (Total Acreage)	Efficiency	$949	$1,074	$1,023	$1,023	$1,074	$1,074
Miles of Priority Snow Routes Maintained	Output	106	109	110	115	120	127
Parking Lots at Major Buildings Maintained	Output	12	12	12	12	13	13
Maintenance Factor Per FTE	Efficiency	37	35	35	35	37	37

Citizen Survey Results	Type	Actual 2002	Actual 2004	Actual 2007	Actual 2012
Percentage of Respondents Rating the **Quality and Importance** of the following services provided by the City and County of Broomfield as "Excellent" or "Good"					
Appearance of Parks	Effectiveness	N/A	86%	87%	94%
Availability of Parks	Effectiveness	N/A	84%	87%	93%
Variety of Parks	Effectiveness	N/A	70%	74%	84%

Prior Year Accomplishments

- A total of 380 Russian olives were removed in 2013 from Metzger Open Space through a GOCO Youth Corps Grant to control the spread of noxious weeds throughout the drainage areas.
- In 2013, goat grazing was used to control 60 acres of noxious weeds in the Great Western Reservoir Open Space.
- As a method of noxious weed control, 15 acres of open space were burned on the Hoopes property.
- In 2013, five weed management plans were rewritten for City and County of Broomfield Open Space Properties, including GIS mapping of weed infestations.
- Staff created a new weed application logging system using GIS in 2013; 767 acres of Open Space properties were treated for noxious weeds.
- In 2013, staff filed the EPA Discharge Management Plan for the City and County of Broomfield with the Colorado Department of Public Health and Environment.

Additional Prior Year Accomplishments (Not Tied to Goals)

- Utilized 1,083 volunteer hours to complete numerous projects and work duties, which benefited all areas of the division in 2013.
- Over 7,411 users of Broomfield's tree branch recycling program diverted 13,000 cubic yards of leaves, tree branches and logs from the local landfills during 2013. The brush was

processed into 2,600 cubic yards of mulch. The City and County of Broomfield provides this mulch free to Broomfield's residents and also uses the material in park landscapes.

- Park Services, in conjunction with Environmental Services, participated in community outreach and education on variety of subjects in 2013. The classes included tree pruning and care; Xeriscape gardening; rose gardening; irrigation upgrades for water conservation; noxious weed control; native plant species; shrubs, flowers, or turf; nature walks; and dog-friendly landscaping.
- As of 2013, the City and County of Broomfield has received the Tree City USA award from the Arbor Day Foundation for 24 consecutive years.
- In 2013, an inline hockey rink at Broomfield Industrial Park was converted to a lighted, outdoor pickleball facility.
- In response to the September 2013 flooding, 28 miles of soft trails were restored. More than 400 tons of materials were replaced on the Broomfield Trail system.
- In 2013, court replacement projects were completed at Miramonte Park and Emerald Park, replacing hazardous basketball surfacing with new post-tension concrete.
- Parks staff continued participation in the DMA (Denver Metro Area) coyote study in 2013. The goal of the project is to develop and refine urban coyote management plans that reduce negative interactions between coyotes and people.
- Parks staff attended workshops on the Emerald Ash Bore, an evasive insect found in the City of Boulder. Staff learned about the insect, its impact on the urban forest, developing a management plan, and public education/outreach.
- The Citywide Tree Replacement Program planted 403 trees in City and County of Broomfield parks and right of way areas in 2013. An Eagle Scout planted an additional 15 trees in Legacy Park to replace the ones removed in previous years.

CEMETERY MAINTENANCE

The Cemetery Maintenance division is responsible for maintaining the grounds and landscaping at the County Commons and Lakeview cemeteries, while providing a safe and aesthetically pleasing environment for the different types of interments that take place at both cemetery locations.

SOLID WASTE AND RECYCLING

The Solid Waste and Recycling division manages solid waste and resource conservation programs.

Strategic Outcome: Environmental Stewardship

GOAL 1: Oversee operations of the Broomfield Recycling Center.

- Provide a free, convenient recycling opportunity as an alternative to curbside recycling.
  - Maintain a clean, safe, well-lit, and environmentally-friendly recycling drop-off center.

Recycling Center	Type	Actual 2010	Actual 2011	Actual 2012	Actual 2013	Revised 2014	Projected 2015
Tons of Recyclables Collected and Recycled	Output	1,401.67	1,179.52	942.05	922.96	1,200	1,200
Number of 30 Yard Containers Emptied	Output	324	237	192	194	200	200
Average Tons Collected per Month	Output	122	98	85	77	80	80

Prior Year Accomplishments

- In 2013, 923 tons of material were diverted from Colorado landfills and recycled to conserve valuable resources.
- With the use of three compactors, 195 containers (30-yard capacity) were filled and emptied to be recycled.
- An average of 77 tons of material was collected per month in 2013.
- An average of six pallets of books was recycled at the center, along with textiles and shoes.

GOAL 2: Educate the public and employees on environmental issues.

- Provide information on environmental issues to educate employees and the public.
  - Prepare articles, lectures, activities, and workshops on environmental topics.

Citizen Survey Results	Type	Actual 2002	Actual 2004	Actual 2007	Actual 2012
County of Broomfield as "Excellent" or "Good"					
City Recycling Events (large-item, tree limb)	Effectiveness	69%	66%	70%	76%
Broomfield Recycling Center	Effectiveness	N/A	N/A	77%	80%

Prior Year Accomplishments

- With support from the Parks, Stormwater and Waste Water divisions, Environmental Services provided several educational classes and events related to water, energy and resource conservation. Classes and events included: Earth Day, Xeriscape Landscaping, Rose Gardening, Irrigation Design, Backyard Design, Vermicompost and Composting, Non-Toxic Cleaning, Tree Pruning, Native Species, America Recycles Day, and tours of the Broomfield Recycling Center (BRC).
- Broomfield also supported Earth Day and science events in local schools and several businesses, including Hunter Douglass, Oracle, and the Farmers' Market.
- Environmental Services, in conjunction with the Stormwater, Fleet, Facilities, and Streets divisions, provided two Shred-It paper shredding events and diverted 38,560 pounds of paper from landfills.
- Environmental Services, in conjunction with Stormwater, Fleet, Facilities, and Waste Water, supported DEA by sponsoring two drug take-back events in 2013. More than 1,000 pounds of controlled substances were collected to help protect valuable water sheds and prevent illegal use.
- An estimated 10,000 people were provided information about Broomfield's recycling services and sustainability issues at citywide events including Broomfield Days, National Night Out, Backyard Habitat Workshop, health fairs, and tours or walks.

GOAL 3: Promote resource conservation programs.

- Provide annual Spring Cleanup and Household Hazardous Waste events for residents.
  - Prepare contracts, planning and coordination of meetings, and advertising necessary for Spring Cleanup.
  - Prepare intergovernmental agreement, planning, and coordination with Boulder County, as well as advertising necessary for local Household Hazardous Waste events.

Spring Cleanup	Type	Actual 2010	Actual 2011	Actual 2012	Actual 2013	Revised 2014	Projected 2015
Number of 30 Yard Containers Filled	Output	N/A	N/A	N/A	N/A	N/A	N/A
Estimated Number of Households Served (Including Multi-family)	Output	21,400	21,600	21,800	21,800	22,000	22,000
Number of Compacted Yards	Output	1,599	1,719	2,061	2,106	2,000	2,000
Number of Stops (Estimated Number of Households Served)	Output	2,875	2,835	3,507	3,913	3,600	3,600
Percent of Households Participating	Effectiveness	13	13	16	18	17	16
Tons of Waste Collected	Output	410	418	527	545	600	560
Tons of Recyclables Collected & Recycled	Output	72	48	42	40	35	35
Percent of Total Tons Recycled	Effectiveness	17.40%	11%	7.90%	7.30%	5%	7%
Tons Recycled Per Stop (Household Served)	Output	0.02	0.01	0.02	0.02	0.01	0.02

Household Hazardous Waste Program	Type	Actual 2010	Actual 2011	Actual 2012	Actual 2013	Revised 2014	Projected 2015
Households Served at Year Round Facility	Output	568	362	281	544	550	550
Households Served at Local Events	Output	905	818	944	892	900	1,000

Prior Year Accomplishments

Spring Cleanup

- A total of 21,800 households were served, including multi-family homes.
- 3,913 stops were made during the Spring Cleanup in the three Saturday collection days.
- The 2013 participation rate was 18% of all households served; 545 tons of materials were collected during the Spring Cleanup.
- 7.3% of the total material was recycled during the event. This number varies year to year based on the amount of material that is collected from scavengers prior to the event. This number may continue to decline based on the value of metal as it increases.
- An average of 0.02 tons of recycled material was collected per stop.

Household Hazardous Waste (HHW)

- 544 Broomfield residents utilized the Regional Hazardous Material Management Facility in Boulder County to properly dispose of HHW.
- A total of 892 Broomfield residents participated in the two HHW drop-off events held in Bromfield.

Additional Prior Year Accomplishments (Not Tied to Goals)

- Coordinated the collection, inventory, and proper disposal of 3,386 pounds of hazardous waste generated by city operations.
- Coordinated the collection, inventory, and recycling of 13,315 pounds of electronic waste generated by city operations.

STREET OPERATIONS

The Street Operations division provides services which maintain and improve the long-term condition of street infrastructure and provide for safe, clean, and passable streets.

Strategic Outcome: Facilities and Effective Transportation Infrastructure

GOAL 1: Optimize the condition of Broomfield's pavement infrastructure at minimum life cycle costs.

- Refine long-term pavement management plan.
  - Evaluate infrastructure condition annually and use a 40-year model/budgeting tool to determine appropriate treatment at the appropriate time.
- Develop plan for the cost of repair and mitigation of streets in "Outlier" inventory.
  - Develop a long-range cost analysis for outlier streets identifying a cost of mitigation and a cost of repair.
  - Develop a long-term plan for mitigation and repair of streets in "Outlier" inventory.

Street Operations	Type	Actual 2010	Actual 2011	Actual 2012	Actual 2013	Revised 2014	Projected 2015
Number of Street Miles Maintained	Output	238	243	245.09	247.77	249	251
Miles of Streets Maintained Per Maintenance of Condition Employee	Efficiency	26	24	24	26	27	27
Percent of Streets in Excellent Condition*	Effectiveness	N/A	N/A	N/A	N/A	N/A	N/A
Percent of Streets in Good Condition*	Effectiveness	62.54	59.42	61.7	65.9	66	66
Percent of Streets in Satisfactory Condition*	Effectiveness	21.86	24.43	25.88	25.17	27.5	27.05
Percent of Streets in Fair Condition* **	Effectiveness	8.74	11.67	9.17	6.33	5.05	4
Percent of Streets in Poor Condition*	Effectiveness	4.73	2.22	1.2	0.64	1	1
Percent of Streets that are Dirt Roads*	Effectiveness	2.13	2.02	1.97	1.95	1.95	1.95
Number of Street Miles Painted	Output	199	222	224	280	230	230
Number of Street Lane Miles Swept	Output	4,078	4,035	4,193	3,244	4,350	4,350
Number of Street Miles Overlaid with Asphalt	Output	0	0	0	0	N/A	N/A
Cost per Mile for Asphalt Overlay	Efficiency	$0.00	$0.00	$0.00	$0.00	N/A	N/A
Number of Street Miles Seal Coated	Output	34	25.7	26.2	35.52	23	35

Prior Year Accomplishments

- 35.52 street miles were sealed or mitigated.
- Completed 82 projects under the citywide concrete program.
- Evaluated Broomfield street inventory with in-house personnel for the first time in nine years.
- Completed 2,558 tons of hot mix asphalt repairs.
- Completed 3,244 miles of sweeping, removing 1,289 tons of debris.
- Completed the rehabilitation of Road 11 between Road 6 and Road 8 after damage was caused during September 2013 flood.

Citizen Survey Results	Type	Actual 2002	Actual 2004	Actual 2007	Actual 2012
Percentage of Respondents Rating the Quality of Service provided by the City and County of Broomfield as "Excellent" or "Good"					
Street Repair and Resurfacing on City Streets maintained by Broomfield	Effectiveness	N/A	50%	40%	73%
Street repair and resurfacing on City Streets maintained by the State	Effectiveness	47%	49%	44%	73%
Street Cleaning on City Streets maintained by Broomfield	Effectiveness	N/A	63%	47%	75%
Street Cleaning on City Streets maintained by the State	Effectiveness	60%	64%	51%	74%

GOAL 2: Inspect and make repairs to traffic control devices in a timely fashion to meet safety requirements.

- Repair non-critical devices within 30 days and critical devices within 24 hours.
  - Track requests for maintenance and repairs made.

Street Operations	Type	Actual 2010	Actual 2011	Actual 2012	Actual 2013	Revised 2014	Projected 2015
Number of Traffic Signals Maintained	Output	71	72	73	74	77	78

Citizen Survey Results	Type	Actual 2002	Actual 2004	Actual 2007	Actual 2012
Percentage of Respondents Rating the **Quality and Importance** of the following services provided by the City and County of Broomfield as "Excellent" or "Good"					
Street Lighting	Effectiveness	80%	81%	86%	87%

Prior Year Accomplishments

- 53 rust damaged street light poles were removed and replaced with galvanized poles.
- Provided 26 flood warning/road closers during the September 2013 flood, including two locations for CDOT and one location for Boulder County.

GOAL 3: Provide plowing and deicing for Broomfield's priority route system.

- Provide one pass on first-priority routes within four hours of callout.
- Plow and treat second- and third-priority routes within 12 hours of storm subsidence.
  - Track percentage of miles treated within target.

Street Operations	Type	Actual 2010	Actual 2011	Actual 2012	Actual 2013	Revised 2014	Projected 2015
Number of Priority Snow Route Miles	Output	155.22	155.22	161.73	164.44	164	167

Citizen Survey Results	Type	Actual 2002	Actual 2004	Actual 2007	Actual 2012
Percentage of Respondents Rating the Quality of Service provided by the City and County of Broomfield as "Excellent" or "Good"					
Snow and Ice Control on City Streets maintained by Broomfield	Effectiveness	N/A	57%	38%	64%
Snow and Ice Control on City Streets maintained by the State	Effectiveness	59%	71%	52%	70%

Prior Year Accomplishments

- Implemented Residential Street Snow and Ice Control Program, deploying contractors on residential streets five times, totaling 425 miles of residential streets plowed for 2013.
- Plowed and treated 47,507 miles of priority routes using 3,557.29 tons of deicing material.

WATER SUPPLY AND TREATMENT

The Water Supply and Treatment divisions provide a dependable and safe supply of water which meets the demands of Broomfield residents and businesses.

Strategic Outcome: Responsive and Fiscally Responsible Government

GOAL 1: Ensure that treated water deliveries meet customer demands, external commitments, and fire protection requirements.

- Treat and deliver water in sufficient quantities to avoid unplanned water use restrictions.
  - Monitor purchases from Denver Water and maintain the level of all water storage tanks daily.

Water Supply and Treatment	Type	Actual 2010	Actual 2011	Actual 2012	Actual 2013	Revised 2014	Projected 2015
Denver Water- Purchased Acre Feet (AF)	Output	4,601.15	4,702.15	4,235.43	3,768.09	4,710	4,710
Northern Colorado Water Conservation District (NCWCD) Water- Raw and Potable (AF)	Output	5,953.90	6,217.20	8,239.30	6,668.90	9,045	9,045
Total Water Used - Raw & Potable (AF)	**Output**	**10,555.05**	**10,919.35**	**12,474.73**	**10,436.99**	13,755	13,755
Water Treated Annually- Production (AF)	Output	5,543.22	5,701.22	7,700.06	6,277.48	8,478	8,478
Total Potable Water Produced (AF)	Output	10,144.38	10,404.63	11,935.43	10,045.36	13,188	13,188
Water Treatment Plant Capacity Million Gallons Daily (MGD)	Input	20	20	20	20	20	20
Total Maximum Daily Demand (MGD)	Output	19.04	19.71	23.45	20.57	24	24
Daily Demand Met by Denver Water (%)	**Effectiveness**	**45.36%**	**45.36%**	**35.50%**	**37.50%**	**36%**	**36%**
Daily Demand Met by Broomfield Water	**Effectiveness**	**54.64%**	**54.64%**	**64.50%**	**62.50%**	**64%**	**64%**

Prior Year Accomplishments

- Produced 10,039 AF of potable water and maintained sufficient tank levels.

Strategic Outcome: Safe Community

GOAL 1: Ensure that treated water quality meets all regulatory requirements and standards.

- Maintain 100% compliance with drinking water standards and monitoring/reporting requirements.
  - Conduct scheduled testing to support operational changes to the treatment process.

Prior Year Accomplishments

- Maintained 100% compliance with all drinking water standards.

Strategic Outcome: Environmental Stewardship

GOAL 1: Minimize taste and odor compounds in potable drinking water.

- Monitor and treat taste and odor compounds to the following target levels:
  - Less than 5 ng/L geosmin
  - Less than 5 ng/L MIB

Prior Year Accomplishments

- Geosmin and MIB targets of less than 5 ng/L met 100% of the time.

WATER OPERATIONS AND MAINTENANCE

The Water Operations and Maintenance division provides a safe and reliable system for water distribution to the citizens of Broomfield.

Strategic Outcome: Facilities and Effective Transportation Infrastructure

GOAL 1: Minimize out-of-service hydrants.

- Have defective hydrants, from unexpected damage, operational within 48 hours.
  - Inspect, repair, or replace defective hydrants, due to unexpected damage, within 48 hours.
  - Implement a tracking system for hydrants out of service from unexpected damage, and Fire Department notification.
- Have defective hydrants, identified through annual maintenance program, operational within one week.
  - Inspect, repair, or replace defective hydrants due to maintenance life cycle.
  - Implement a tracking system for hydrant maintenance life cycle.

Water Operations and Maintenance	Type	Actual 2010	Actual 2011	Actual 2012	Actual 2013	Revised 2014	Projected 2015
Number of Fire Hydrants Flushed/Serviced	Output	5,378	5,536	5,396	3,477	5,600	5,600

Prior Year Accomplishments

- Maintained each fire hydrant 1.5 times annually, 3,374 fire hydrant contacts.
- 100% of hydrants were flushed in the Annual Spring Flush.

Strategic Outcome: Responsive and Fiscally Responsible Government

GOAL 1: Minimize water service interruptions to customers.

- Evaluate, maintain, and replace pipes and appurtenances annually to minimize failures.
  - Develop a plan for inspection, maintenance, and repair of pipes, pressure-regulating valves (PRVs), valves, and service lines by December.
- Minimize failures resulting from improper system operation and damage to water mains by contractors in 2014.
  - Develop and implement procedures, practices, and inspections for non-city staff.

Water Operations and Maintenance	Type	Actual 2010	Actual 2011	Actual 2012	Actual 2013	Revised 2014	Projected 2015
Miles of Water Lines	Output	348	355	366	372	380	385
Feet of Water Line Replacement	Output	6,350	4,700	4,500	2,300	5,345	5,000
Number of Water Line Breaks Repaired	Output	11	18	18	12	15	15
Number of Pump Stations	Input	5	5	5	5	5	5
Number of Meters - Installed and Replaced	Output	831	497	359	595	700	750
Number of Customer Service Calls	Output	1,809	1,691	1,391	1,623	1,700	1,750
Number of Locates	Output	1,372	1,581	1,509	2,099	2,100	2,150
Work Order for New Construction Support	Output	465	423	635	1,097	1,000	1,100

Prior Year Accomplishments

- Inspected and constructed 6,500 feet of waterline replacement and water line relocates

due to CDOT and CIP projects in residential neighborhoods.
- Completed 1,097 work orders for new construction and inspection support.

GOAL 2: Reduce the amount of unbilled consumed water.

- Achieve accurate measurement of annual water consumption.
  - Track annual meter replacements and repairs through Utility Billing's service orders through December.
- Increase the number of contractual hydrant permits by 5% in 2014.
  - Enforce contractual hydrant permits with non-permitted users by documented warnings in 2014.

Citizen Survey Results	Type	Actual 2002	Actual 2004	Actual 2007	Actual 2012
Percentage of Respondents Rating the **Quality and Importance** of the following services provided by the City and County of Broomfield as "Excellent" or "Good"					
Water	Effectiveness	85%	82%	87%	89%

Prior Year Accomplishments

- Issued 552 hydrant construction permits.
- Responded to 322 customer service calls related to meter operations.
- Installed 416 meters for new installations or replacements.

Additional Prior Year Accomplishments (Not Tied to Goals)

- CDOT Highway 36 widening project - coordinated and inspected all water distribution line and casing extensions under Highway 36 with limited service disruptions.
- CDOT Highway 120th/128 utility relocation project - coordinated and inspected all water distribution lines relocated for future Highway 128 realignment. This was accomplished with limited service disruption.
- Maintained 100% compliance with the ISO fire insurance rating.
- 1,347 delinquency shutoffs, with 56% turned back on within 24 hours.
- Completed utility system mapping in-house, in partnership with IT/GIS, and worked together to build water distribution mapping.

WATER FUND - ENVIRONMENTAL MONITORING

The Environmental Monitoring division performs sampling, analyses, and reporting associated with water quality and Safe Drinking Water Act (SDWA) compliance for Broomfield's potable water system.

Strategic Outcome: Environmental Stewardship

GOAL 1: Comply with testing and reporting requirements per the Safe Drinking Water Act (SDWA).

- Plan and implement monitoring program in accordance with SDWA requirements.
  - Sample, analyze, and report test results required by the SDWA.

Environmental Monitoring	Type	Actual 2010	Actual 2011	Actual 2012	Actual 2013	Revised 2014	Projected 2015
Mandated Tests Performed	Output	4,326	4,690	4,157	3,983	3,983	3,943

Prior Year Accomplishments

- Achieved 100% compliance with all SDWA monitoring and reporting requirements.
- Completed Public Water System Monitoring Plan update and submitted it to the state.
- Passed the biannual Chemistry Certification Inspection in May.

GOAL 2: Monitor water quality to support environmental and operational concerns.

- Implement water quality monitoring programs in accordance with environmental and operational needs.
  - Sample, analyze, and report test results to support environmental and operational concerns.

Environmental Monitoring	Type	Actual 2010	Actual 2011	Actual 2012	Actual 2013	Revised 2014	Projected 2015
Tests to Support Operations	Output	16,082	15,687	15,681	16,559	15,940	15,980

Prior Year Accomplishments

- Evaluated algae monitoring results for Trails Pond which led to treatment with barley straw, preventing an algal toxin outbreak.
- Monitored extensive flood runoff from Rocky Flats in September and October with no significant findings.
- Performed several bacteriological analyses for drinking water in flood-impacted communities.

Additional Prior Year Accomplishments (Not Tied to Goals)

- Performed all necessary testing on the pools and spas for County Health and Human Services.

WASTEWATER TREATMENT

The Wastewater Treatment division treats wastewater to meet discharge requirements and manages programs to comply with federal and state regulations.

Strategic Outcome: Safe Community

GOAL 1: Design, build, operate, maintain, and evaluate treatment processes and equipment to ensure discharge water quality meets national and state permit requirements.

- Maintain 100% compliance with discharge requirements through treatment and monitoring.

Wastewater Treatment	Type	Actual 2010	Actual 2011	Actual 2012	Actual 2013	Revised 2014	Projected 2015
Total Acre Feet Treated	Output	6,614	3,447	6,239	6,744	6,631	6,732
Plant Capacity Million Gallons Daily (MGD)	Input	11	12	12	12	12	12
Maximum Daily Flow (MGD)	Output	34	25.31	19.74	27.54	21	24
Average Daily Flow (MGD)	Output	5.93	6.14	5.56	6.02	5.92	6.01
Peak Monthly Flow Million Gallons (MG)	Output	10.02	17	6.81	13.78	11.84	12.02
Total Annual Flow (MG)	Output	2155.24	1122.91	2010.77	2197.54	2,159	2,194
Compliance Percent - Days in Compliance	Effectiveness	100%	100%	100%	100%	100%	100%
Number of Pumps, Motors, and Equipment	Input	694	738	775	822	810	810
Number of Preventative Maintenance Items - Pumps, Motors, and Equipment	Output	5,123	2,856	4,065	2,837	4,180	4,180
Number of Corrective Maintenance Items - Pumps, Motors, and Equipment	Output	62	16	91	68	81	81

Prior Year Accomplishments

- Achieved 100% compliance with Wastewater Discharge Permit requirements.
- Treated an average of 6.02 million gallons per day of wastewater.
- Maintained 822 pieces of equipment.

Strategic Outcome: Environmental Stewardship

GOAL 1: Administer the biosolids program to meet all permit requirements.

- Ensure 100% compliance with the bio-solids handling, hauling, and application programs.
  - Submit the 2014 annual report to EPA and state regulatory agencies prior to the Feb. 15 deadline.

Wastewater Treatment	Type	Actual 2010	Actual 2011	Actual 2012	Actual 2013	Revised 2014	Projected 2015
Annual Percent Removal Efficiency of Biochemical Oxygen Demand Pollutant	Efficiency	98.81%	99.31%	99.28%	99.22%	95%	95%
Biosolids - Gallons Processed	Output	20,144,000	15,467,318	16,677,700	15,293,140	15,904,866	16,541,060
Biosolids - Wet Tons Produced	Output	5,907	4,990	5,473	5,625	5,806	5,850
Biosolids - Cost per Wet Ton	Efficiency	$36.00	$45.00	$38.00	$21.00	$24.00	$24.00
Tons per Hour per FTE	Efficiency	5.29	5.01	5.38	4.27	4	4
Biosolids Permit Compliance Percent- Days in Compliance	Effectiveness	100%	100%	100%	100%	100%	100%

Prior Year Accomplishments

- Achieved 100% compliance with Biosolids Permit requirements.
- Staff reduced biosolids dewatering costs per wet ton by $6.77 from 2012 for a total annual cost savings of $38,078.
- Achieved over 99% removal of biochemical oxygen demanding organic material.

GOAL 2: Optimize odor control treatment systems and wastewater treatment processes to reduce emission of odorous air compounds.

- Investigate, report, and respond to all odor reports within 48 hours.
- Evaluate biofilter treatment performance, twice per year, to ensure 95% efficiency.
- Evaluate air balancing of odor control fans to ensure building/processes for most efficient performance.

Wastewater Treatment	Type	Actual 2010	Actual 2011	Actual 2012	Actual 2013	Revised 2014	Projected 2015
Annual Percent Removal Efficiency of Total Suspended Solids Pollutant	Efficiency	99.19%	99.45%	99.54%	99.47%	95%	95%
Annual Percent Removal Efficiency of Ammonia	Efficiency	98.89%	99.31%	99.13%	99.54%	95%	95%
Number of Odor Complaints	Output	11	7	1	0	10	10

Citizen Survey Results	Type	Actual 2002	Actual 2004	Actual 2007	Actual 2012
Percentage of Respondents Rating the **Quality and Importance** of the following services provided by the City and County of Broomfield as "Excellent" or "Good"					
Sewer Services	Effectiveness	85%	86%	87%	90%

Prior Year Accomplishments

- Achieved over 99% removal of nitrogen ammonia.
- Achieved over 99% removal of suspended solids.
- Received no odor complaints in 2013.

Additional Prior Year Accomplishments (Not Tied to Goals)

- Completed the Nutrient Treatment Study and Nutrient Treatment Removal Pilot Study.
- Applied for and was awarded a $1 million grant to assist in funding enhanced nutrient removal treatment processes to meet more restrictive nitrogen and total phosphorus discharge limitations.
- Provided Wastewater Treatment Facility tours to various schools, other cities, and wastewater authorities.
- Presented Nutrient Treatment Removal Pilot Study results at the joint Rocky Mountain Water Environment Association and Rocky Mountain American Water Works Association Annual Conference.

INDUSTRIAL PRETREATMENT

The Industrial Pretreatment division protects the wastewater collection and treatment systems from discharges that could interfere with the treatment process and/or pass through the treatment facility untreated.

Strategic Outcome: Safe Community

GOAL 1: Administer the Industrial Pretreatment Program to meet all permit requirements.

- Administer the industrial pretreatment permit program to maintain 100% compliance with monitoring, reporting, and enforcement requirements.
  - Submit the annual report to EPA and State regulatory agencies prior to the March 28 deadline.

Industrial Pretreatment	Type	Actual 2010	Actual 2011	Actual 2012	Actual 2013	Revised 2014	Projected 2015
Oil and Grease - Number of Facilities*	Input	231	232	232	238	246	250
Oil and Grease Inspections **	Output	479	89	174	154	724	730
Significant Industrial User (SIU) Inspections	Output	4	4	4	5	12	12
Industrial User (IU) Permits per FTE	Efficiency	12	12	11	11	12	12
Industrial Pretreatment Program (IPP) - SIU Sampling Events	Output	31	23	1,617	1,854	2,316	2,316

*Oil & Grease Facilities are establishments that serve/sell/prepare food in Broomfield.

**Projections are based on fully implementing the Oil & Grease Program. Actual number reflects current staffing levels.

Prior Year Accomplishments

- Completed 100% of the required compliance inspections.
- Completed 55 non-permitted inspections.
- Completed 154 oil and grease inspections.
- Monitored 1,854 parameters to ensure compliance with industrial wastewater discharge permit limitations.
- Achieved 100% compliance with all program requirements.

WASTEWATER OPERATIONS AND MAINTENANCE

The Wastewater Operations and Maintenance division operates and maintains a safe and reliable wastewater collection system.

Strategic Outcome: Facilities and Effective Transportation Infrastructure

GOAL 1: Minimize backup into customers' facilities.

- Inspect and maintain pipes and appurtenances to minimize backups.
  - Refine and continue to follow developed annual maintenance plan.
- Perform proactive rehabilitation and replacement of sewer deficiencies.
  - Identify sewer system deficiencies prior to failures.

Wastewater Operations and Maintenance	Type	Actual 2010	Actual 2011	Actual 2012	Actual 2013	Revised 2014	Projected 2015
Miles of Sewer Lines	Input	214	219	239	245	250	255
Number of Sewer Lift Stations	Input	12	12	14	15	16	16
Residential Sewer Service Repairs/Replacements	Output	7	12	12	11	12	12

Prior Year Accomplishments

- With 220 miles of sewer mains and 15 lift stations, there was one sewer main line failure that resulted in overflows or property damage.
- Completed 15 repairs or replacement projects under the sidewalk to main program, saving taxpayers substantial cost ($32,000).

Strategic Outcome: Environmental Stewardship

GOAL 1: Minimize release of sewage into environment.

- Inspect and maintain pipes and appurtenances to minimize overflows and release of sewage into environment.
  - Refine and continue to follow developed annual maintenance plan.
- Perform proactive rehabilitation and replacement of sewer deficiencies.
  - Identify sewer system deficiencies prior to failures.

Wastewater Operations and Maintenance	Type	Actual 2010	Actual 2011	Actual 2012	Actual 2013	Revised 2014	Projected 2015
Miles of Sewer Lines Video Inspected	Output	35	30	33	32	65	65
Number of Sewer Line Back-ups Repaired	Output	0	1	3	9	10	10
Utility Locates	Output	1,372	1,581	2,090	2,099	2,100	2,150
Percentage of Sewer System Video Inspected	Effectiveness	14%	14%	15%	19%	25%	25%

Prior Year Accomplishments

- Completed 675,652 feet of sewer jet-line cleaning.
- Completed 238,996 feet of sewer collection TV inspection.
- Coordinated and inspected the replacement of 400 feet of 8" sewer main that was failing and 20 service connections for the Dover Street CIP Sewer Replacement project.

GOAL 2: Minimize odor complaints from customers.

- Decrease number of odor calls by customers.
  - Develop a plan and tracking system to identify and respond to customer complaints.
- Proactively clean and maintain wet wells to minimize odor.
  - Annually schedule quarterly maintenance activities to decrease odors.
  - Provide weekly chemical application to decrease odors.

Wastewater Operations and Maintenance	Type	Actual 2010	Actual 2011	Actual 2012	Actual 2013	Revised 2014	Projected 2015
Miles of Sewer Lines Cleaned	Output	119	111	77	91	125	127
Percentage of Sewer Service Cleaned	Effectiveness	54%	53%	34%	36%	50%	50%

Prior Year Accomplishments

- Quarterly wet well cleaning, hauling 198,000 gallons of grease to the Wastewater Plant, reducing odors throughout Broomfield.
- 4,000 gallons of bioxide was added to wastewater to control odors/H2S from Rock Creek, Anthem, and Lambertson Farms lift stations.

Additional Prior Year Accomplishments (Not Tied to Goals)

- Due to the September 2013 floods, the Utility division provided Unit #731 Vacuum/Jet Rodder and two Utility Technicians for six days to assist the City of Boulder with damages caused by flooding.
- Future Northlands lift station constructed and placed into service October 2013. Daily coordination and inspection was performed during construction.
- Coordinated and inspected all sewer collection lines and casing extensions under Highway 36 with limited service disruptions for the CDOT Highway 36 widening project.
- Coordinated and inspected all sewer collection lines relocated for the future Highway 128 realignment. This was accomplished with limited service disruption.

WASTEWATER LABORATORY OPERATIONS

The Wastewater Laboratory Operations division performs sampling, analysis, and reporting associated with water quality and the U.S. Environmental Protection Agency's National Pollutant Discharge Elimination System (NPDES) discharge permit.

Strategic Outcome: Environmental Stewardship

GOAL 1: Comply with testing and reporting requirements per National Pollutant Discharge Elimination System (NPDES) discharge permit.

- Plan and implement the monitoring program in accordance with NPDES requirements.
  - Sample, analyze, and report analytical results per NPDES permit.

Wastewater Laboratory Operations	Type	Actual 2010	Actual 2011	Actual 2012	Actual 2013	Revised 2014	Projected 2015
Wastewater - Mandated Tests Performed	Output	6,276	4,521	5,535	5,681	5,500	5,500

Prior Year Accomplishments

- Maintained 100% compliance with NPDES monitoring/reporting requirements.
- Submitted an alternate test procedure request to the Colorado Department of Public Health and Environment for total Kjeldahl nitrogen. The State approved the method for our lab's usage resulting in an annual savings of $8,250 in analytical testing costs. This test is a requirement of Regulation 85 which requires nutrient monitoring.
- Completed the wastewater facility's Sampling and Analysis Plan for Regulation 85 and submitted the certification form to the State indicating that the sampling plan was completed. Monthly effluent sampling for nutrients was started in March to meet the requirements of the regulation.
- Method development completed for iron and boron using the inductively coupled plasma mass spectrophotometer (ICP/MS).

GOAL 2: Monitor water quality to support environmental and operational concerns.

- Implement water quality monitoring programs in accordance with environmental needs.
  - Sample, analyze, and report analytical results to support environmental and operational concerns.

Wastewater Laboratory Operations	Type	Actual 2010	Actual 2011	Actual 2012	Actual 2013	Revised 2014	Projected 2015
Wastewater - Tests to Support Operations	Output	10,343	11,444	11,960	12,736	12,500	12,600
Cost per Test - Total Suspended Solids	Efficiency	11	11	11	11	12	12
Average cost per test (all analyses)	Efficiency	11.79	11.77	12.13	12.71	13.5	13.5

Prior Year Accomplishments

- Completed a carbon demonstration project for the wastewater facility.
- The lab performed a total of 884 analyses. The analyses included total suspended solids, nitrates, nitrites, chemical oxygen demand, volatile acids, alkalinity, and biochemical oxygen demand.

Additional Prior Year Accomplishments (Not Tied to Goals)

- Worked with Tribal, the laboratory database vendor, to modify some forms and to create new instrument interfaces.

- Provided the HazCom 2012 required Safety Data Sheet training to all Public Works staff.
- Followed up on a reported spill in Big Dry Creek with the Industrial Pretreatment division and traced the spill back to a car wash in Westminster. Informed Westminster, who in turn contacted the car wash, and a hazardous clean-up company cleaned up the spill.
- Completed a safe drinking water chemistry audit for metals with no deviations.

STORMWATER

The Stormwater division protects the public by providing and maintaining a system of detention ponds, catch basins, ditches, and storm drains, and ensures compliance with Broomfield's Stormwater Discharge Permit.

Strategic Outcome: Safe Community

Goal: Administer the Stormwater Management Program to meet all permit requirements.

- Ensure that Stormwater Management Program permits comply with program requirements through monitoring and educational activities.
  - Submit the annual report to EPA and state regulatory agencies prior to the annual March 10 deadline.

Stormwater	Type	Actual 2010	Actual 2011	Actual 2012	Actual 2013	Revised 2014	Projected 2015
Stormwater (WW) Number of Construction Permit Inspections	Output	953	612	1,123	1,340	1,020	1,100
Stormwater (WW) Permit Compliance Percent - Days in Compliance	Effectiveness	100%	100%	100%	100%	100%	100%
Miles of Storm Sewer Lines	Input	0	8	1	3	4	4
Number of Storm Sewer Inlets	Input	0	170	19	66	38	38
Miles of Storm Water Channels - Improved	Input	0	0	0	0	1	1
Miles of Storm Water Channels - Unimproved	Input	0	0	0	0	1	1
# Of Violations of Compliance Testing and Reporting	Output	0	0	0	0	0	0
% BDC Samples Analyzed Per Plan	Effectiveness	100%	100%	100%	100%	100%	100%

Prior Year Accomplishments

- Monitored 74 construction sites and conducted 1,384 construction permit inspections.
- Participated with the Colorado Stormwater Council in the review and comment of the draft municipal MS4 permit.
- Staff participated in eight public education/outreach events.
- The 2012 MS4 annual report was submitted to the Colorado Department of Public Health and Environment by the required due date.
- Achieved 100% compliance with all permit requirements.

Strategic Outcome: Environmental Stewardship

GOAL 1: Monitor stormwater detention ponds for environmental hazards and water quality concerns.

Stormwater	Type	Actual 2010	Actual 2011	Actual 2012	Actual 2013	Revised 2014	Projected 2015
Stormwater (WW) Number of Pond Inspections	Output	94	47	84	150	92	96
Stormwater (WW) Tests per Pond	Output	273	303	245	266	264	264

Citizen Survey Results	Type	Actual 2002	Actual 2004	Actual 2007	Actual 2012
Percentage of Respondents Rating the **Quality and Importance** of the following services provided by the City and County of Broomfield as "Excellent" or "Good"					
Storm Drainage	Effectiveness	66%	72%	67%	79%

Prior Year Accomplishments

- Monitoring observations led to testing and posting of Brunner Reservoir for an algal toxin, preventing possible illness of residents and their pets.
- Completed 169 post-construction BMP (Pond) inspections.
- Completed 212 post-construction BMPs accepted into the inspection program since the MS4 permit was issued in 2002.
- The Stormwater program responded to 28 illicit discharge complaints and provided educational information about the importance of keeping the storm drain system clean to the responsible parties.

WATER RECLAMATION FUND

The Water Reclamation division provides a non-potable water system for irrigation purposes for selected golf courses, parks, and landscaped areas within the City and County of Broomfield. The Reclamation Laboratory Operations division performs sampling, analysis, and reporting associated with reclaimed water quality and the National Pollutant Discharge Elimination System (NPDES) discharge permits.

Strategic Outcome: Responsive and Fiscally Responsible Government

GOAL 1: Ensure that non-potable water deliveries meet customer demands and external commitments.

- Treat and deliver non-potable water in sufficient quantities to avoid unplanned irrigation restrictions.
  - Maintain the levels of stored non-potable water.

Water Reclamation	Type	Actual 2010	Actual 2011	Actual 2012	Actual 2013	Revised 2014	Projected 2015
Recycled Water Produced for Irrigation	Output	2,426.32	2,490.26	2,979.74	1,947.85	3,243	N/A
Plant Capacity- WWTP [Million Gallons Daily (MGD)]	Input	6	6	6	6	6	6
Average Daily Treatment- WWTP (MGD)	Output	1.65	1.25	1.79	1.46	1.88	1.9
Average Daily Treatment- GWTP (MGD)	Output	1.49	1.84	1.6	1.65	2.46	2.46
Recycle Water Delivered Annually- Great Western Reservoir (AF)	Output	1,083	974	884	1,482	1,688	1,688
Raw Water Delivered Annually- Great Western Reservoir (AF)	Output	1,006.87	1,832.83	351.52	1,436.63	1,250	1,250
Reuse Permit Requirements (WW) Number of Permit Inspections	Output	77	7	74	202	202	205

Prior Year Accomplishments

- The wastewater treatment facility provided an average of 1.79 million gallons per day of reclaimed wastewater for irrigation usage; total non-potable production was 2,261 acre-feet.
- Replaced the motor for pump #3 at Great Western reuse facility.

Strategic Outcome: Safe Community

GOAL 1: Ensure that non-potable water quality meets all regulatory requirements and standards.

- Maintain 100% compliance with non-potable water standards and monitoring/reporting requirements.
  - Conduct scheduled testing to support operational changes to the treatment process.

Water Reclamation	Type	Actual 2010	Actual 2011	Actual 2012	Actual 2013	Revised 2014	Projected 2015
Reuse Permit (WW) Compliance Percent - Days in Compliance	Effectiveness	100%	100%	100%	100%	100%	100%

Prior Year Accomplishments

- Achieved 100% compliance with all regulatory requirements and standards.

Strategic Outcome: Environmental Stewardship

GOAL 1: Operate and maintain water reuse system usage and availability.

- Report annually available reuse allotments.
  - Coordinate reuse acre feet availability/allotments to customers by December.
- Decrease lost revenues due to over usage by 10% by December.
  - Calculate actual metered accounts vs. allocations by users annually.

Water Reclamation	Type	Actual 2010	Actual 2011	Actual 2012	Actual 2013	Revised 2014	Projected 2015
Wastewater Treatment Plant (WWTP) Recycled Water [Acre Feet (AF)]	Output	1,838.08	1,390.36	2,015.38	1,619.07	2,100	2,100
Great Western Treatment Plant (GWTP) Recycled Water (AF)	Output	1,672.53	2,074.52	1,884.68	1,815.67	2,757	2,757
Plant Capacity- GWTP (MGD)	Input	12	12	12	12	12	12
Capacity of Great Western Reservoir- Annual Average (AF)	Input	2,489	2,488	2,488	2,488	2,488	2,488
Storage at Great Western Reservoir- Annual Average (AF)	Output	1,945	2,094	1,380	2,080	2,000	2,000
Miles of Reuse Lines	Input	36	42	42	42	44	44
Number of Reuse Water Line Breaks Repaired	Output	0	4	6	3	5	5

Prior Year Accomplishments

- Conducted 202 reuse irrigation permit inspections.

GOAL 2: Comply with testing and reporting requirements per National Pollutant Discharge Elimination System (NPDES) discharge permit.

- Plan and implement the monitoring program in accordance with NPDES requirements.
  - Sample, analyze, and report analytical results per NPDES permit.

Water Reclamation	Type	Actual 2010	Actual 2011	Actual 2012	Actual 2013	Revised 2014	Projected 2015
Recycled Water Quality Test	Output	2,694	2,774	2,799	2,831	2,890	2,900
# Of Violations of Compliance Testing and Reporting	Output	0	0	0	0	0	0

Prior Year Accomplishments

- Met 100% of testing and reporting requirements for compliance with the NPDES permit.

COMMUNITY RESOURCES

The Community Resources Department's mission is to enhance the quality of life and sense of community in Broomfield by providing diverse opportunities and services in the areas of Community Affairs, Museums, Open Space and Trails, Library, Cemetery, and Recreation Services.

CULTURAL AFFAIRS

The Cultural Affairs division manages facilities, programs, museums, and the allocation of public funds for culture in Broomfield. This includes producing and promoting performing and visual arts programs; scheduling and managing the Broomfield Auditorium; managing the Broomfield Depot Museum and collections, providing staff support to the Broomfield Veterans Memorial Museum Board, Broomfield Cultural Council, the Public Art Committee, and the Broomfield/Ueda Sister City Committee; consulting and collaborating with other City and County departments and community organizations; and providing year-round cultural information to the general public.

Strategic Outcome: Leisure and Cultural Opportunities

GOAL 1: Heighten public awareness of, and participation in, Broomfield's cultural programs and exhibits.

- Reach out to younger patrons by expanding marketing tools to include online advertising and social media outlets.
- Continue to expand the use of QR codes on all marketing materials.
- Assist members of the Broomfield Depot Museum Friends and Broomfield Veterans Memorial Museum in their efforts to increase public awareness and funding for the museums.
- Use Twitter to promote cultural activities.

Auditorium	Type	Actual 2010	Actual 2011	Actual 2012	Actual 2013	Revised 2014	Projected 2015
Number of Programs Presented*	Output	189	194	174	179	175	175
Number of Auditorium Bookings	Output	468	424	403	409	400	400
Number of Resident Patrons (Est.)	Output	29,896	31,682	31,197	29,962	30,800	30,800
Number of Non-resident Patrons (Est.)	Output	12,897	13,265	12,663	12,706	13,200	13,200
Total Number of Patrons (Est.)	**Output**	**42,793**	**44,947**	**43,860**	**42,668**	**42,000**	**42,000**
Number of Hours Gallery and Box Office Open	Output	463	518	509	494	500	500
Number of Gallery Patrons	Output	4,066	4,197	2,428	5,476	3,000	3,000
Number of Educational Outreach Opportunities	Output	37	10	17	28	11	11
Number of Students Attending Educational Outreach Opportunities at Auditorium	Output	2,320	1,407	2,338	3,165	1,200	1,200
Number of Collaborative Programs Presented	Output	92	82	67	56	50	45
Number of Patrons Attending Collaborative Programs	Output	9,924	14,062	12,992	9,821	9,000	8,000
Number of Citizen's Advisory Meetings	Output	24	16	16	24	20	20

*Indicates programs funded and presented exclusively by the Cultural Affairs Division.

Citizen Survey Results	Type	Actual 2002	Actual 2004	Actual 2007	Actual 2012
Percentage of Respondents Rating the **Quality and Importance** of the following services provided by the City and County of Broomfield as "Excellent" or "Good"					
Auditorium Facility	Effectiveness	67%	80%	82%	85%
Auditorium Event Information	Effectiveness	N/A	59%	61%	70%

Prior Year Accomplishments

- Created a Cultural Affairs Facebook page.
- The Broomfield Depot Museum Friends launched a membership drive and raised money to support museum programs.

Public Art	Type	Actual 2010	Actual 2011	Actual 2012	Actual 2013	Revised 2014	Projected 2015
Benches	Output	0	0	0	0	N/A	N/A
Reliefs	Output	0	0	0	0	N/A	N/A
Sculptures-Bronze	Output	0	0	0	3	N/A	N/A
Sculptures-Stone	Output	0	0	0	1	N/A	N/A
Other Artwork	Output	1	0	1	3	1	1
Annual Number of Art Pieces Acquired	**Output**	**1**	**0**	**0**	**7**	**2**	**2**
Cumulative Number of Art Pieces*	Output	18	N/A	18	24	26	28
Number of Citizen's Advisory Meetings	Output	9	11	12	12	12	12

*Includes pieces acquired by City Departments and the Public Art Committee via purchase, commissions, and donations.

Prior Year Accomplishments

- Utilized QR codes when promoting "Broomfield Choice" art on loan contest and resulted in an increase of participants from 150 in 2012 to over 600 in 2013.
- Received approval from City Council to create a sculpture trail at Commons Park and purchased and installed seven new pieces for the project.

Strategic Outcome: Facilities and Effective Transportation Infrastructure

GOAL 1: Work with CIP to develop plans and prepare for the Broomfield Auditorium expansion.

- Create more storage space for city assets such as the piano, risers, and lift.
- Create office space for Auditorium staff.
- Create more room backstage for the performers.

Auditorium	Type	Actual 2010	Actual 2011	Actual 2012	Actual 2013	Revised 2014	Projected 2015
Auditorium Square Feet	Input	6,800	6,800	6,800	6,800	6,800	7,000

Prior Year Accomplishments

- Working with CIP staff, created an RFP for the Auditorium expansion project which resulted in the selection of an architectural firm.

Strategic Outcome: Responsive and Fiscally Responsible Government

Grants	Type	Actual 2010	Actual 2011	Actual 2012	Actual 2013	Revised 2014	Projected 2015
SCFD Grant Applications Received	Input	25	33	32	34	28	30
Percent of SCFD Grant Applications Approved	Efficiency	100%	93%	100%	95%	95%	95%
ACS Grant Applications Received	Input	13	20	19	16	15	15
Percent of ACS Grant Applications Approved	Efficiency	100%	95%	100%	100%	95%	95%

Auditorium	Type	Actual 2010	Actual 2011	Actual 2012	Actual 2013	Revised 2014	Projected 2015
Number of Tickets Sold (box office & online)	Output	1,364	1,277	1,131	1,988	1,250	1,250
Total Ticket Revenue	Output	$7,082	$10,054	$11,594	$13,827	$10,000	$10,000

Prior Year Accomplishments

- Created a web page dedicated to ticket sales that includes links to portals where patrons can purchase tickets for any Audi show.
- Included QR codes on all print advertising.
- Sold 28% of tickets online for Cultural Affairs events.

MUSEUMS

The Museums division oversees the operations and programs of the Broomfield Veterans Memorial Museum and the Broomfield Depot Museum. This division handles facility management and maintenance for both museums. This division curates the museum's collections, interprets Broomfield history for the public, and promotes public awareness of Broomfield's museums.

Strategic Outcome: Facilities and Effective Transportation Infrastructure

GOAL 1: Work with CIP on the restoration of the Broomfield Depot Museum.

- Make sure all artifacts are packed up and removed from the museum.
- Coordinate the closure of the museum for construction and the reopening when project completed.
- Serve as the City's contact to the State Historic Fund for grant.
- Participate in the design review process making sure designs don't interfere with the museum's operations or goals.

Prior Year Accomplishments

- Submitted State Historic Fund grant application for $94,578 to be used to restore historic wood windows, doors, and exterior siding.
- Geotechnical report and Historic Structures Assessment completed on the building, which will assist in decision making regarding restoration project.
- Attended Colorado Preservation Inc. annual conference in order to learn more about managing SHF grant and methods of repairing plaster.

Strategic Outcome: Leisure and Cultural Opportunities

GOAL 1: Maintain a regular schedule of open hours at the Broomfield Depot Museum during the time periods when the museum is not closed for construction.

- Open the museum on Saturdays and by appointment when construction allows.

Broomfield Depot Museum	Type	Actual 2010	Actual 2011	Actual 2012	Actual 2013	Revised 2014	Projected 2015
Number of Hours Open per Year	Input	N/A	N/A	188	187	60	200
Number of Visitors	Output	N/A	N/A	753	697	225	700
Number of Programs Presented	Output	N/A	N/A	4	4	2	4

Prior Year Accomplishments

- Hosted several groups at the Broomfield Depot Museum including Westminster Historical Society, two Boy Scout packs, teens from the MDE library, and seniors from a local church.
- Hosted four school visits of 254 students and chaperones from Emerald Elementary, Aspen Creek Elementary, Kohl Elementary, and KinderCare.

GOAL 2: Maintain a regular schedule of open hours at the Broomfield Veterans Memorial Museum.

- Open the museum on Saturdays and by appointment.

Broomfield Veterans Memorial Museum	Type	Actual 2010	Actual 2011	Actual 2012	Actual 2013	Revised 2014	Projected 2015
Number of Hours Open per Year	Input	N/A	N/A	295	326	295	295
Number of Visitors	Output	N/A	N/A	1,884	1,732	1,750	1,750
Number of Programs Presented	Output	N/A	N/A	33	43	30	30

Additional Prior Year Accomplishments (Not Tied to Goals)

- Established subject heading and set up PastPerfect database for cataloguing museum's collections.
- Recruited and trained volunteers to catalogue collections.
- Completed procedures manual on how to catalogue the museum's 3-D collections.

OPEN SPACE AND TRAILS

The mission of the Open Space and Trails division is to acquire open space and create a comprehensive trail system that allows for the enjoyment of the outdoors and promotes a healthy environment for people, nature, and community. This work includes land acquisition, open space management, wildlife preservation/coexistence, trail design/construction, development review, creation of policies and plans, implementation of the Open Space, Parks, Recreation and Trails Master Plan, the organization of educational and special events, coordination/oversight of volunteer programs, and administration/management of the division. Staff works closely with the Open Space and Trails Advisory Committee, a seven-person citizen board appointed by City Council. The division is also committed to a strong public participation component in its work.

Strategic Outcome: Environmental Stewardship

GOAL 1: Acquire open space to meet the 40% open lands goal in the Broomfield Comprehensive Plan and provide open space improvements that enhance the public's enjoyment of the outdoors while preserving the natural features of the open space.

- Review land acquisition goals outlined in the Open Space, Parks, Recreation, and Trails (OSPRT) Master Plan and update the strategy for acquisition with guidance from OSTAC.
- Review GIS mapping and title work to resolve ownership/easement issues related to the Broomfield Trail from Lowell Blvd. to Spruce Meadows.
- Complete the McKay Lake/Lambertson Farms Open Lands Master Plan.
- Complete Metzger Farm Building Stabilization and apply for a State Historic Grant to augment funding.
- Complete design for the Tom Frost Amenities and Landscape Improvements Project.

Open Space and Trails	Type	Actual 2010	Actual 2011	Actual 2012	Actual 2013	Revised 2014	Projected 2015
Open Space Owned by Broomfield (Acres)	Input	2,392	2,403	2,405	2,406	2,411	2,416
Broomfield/Boulder Open Space (Acres)	Input	2,421	2,421	2,421	2,421	2,421	2,421
Conservation Easements (Acres)	Input	371	371	371	371	371	371
Total Number of Open Space Acres	**Output**	**5,184**	**5,195**	**5,197**	**5,198**	**5,203**	**5,208**
Number of Open Space Acquisitions	Output	1	4	1	1	1	1
Open Space Acres Acquired by City and County of Broomfield	Output	5	37	7	5	5	5
Total Acquisition Costs	Output	$130,075	$1,351,259	$165,475	$218,000	N/A	N/A
Total Open Lands Acreage	Output	7,830	7,837	7,858	7,875	N/A	N/A
Percent of Total Planning Area	Effectiveness	32.60%	32.60%	32.70%	32.80%	N/A	N/A
Remaining Open Lands Acreage Needed for 40% Goal	Effectiveness	1,787	1,780	1,759	1,742	N/A	N/A

Prior Year Accomplishments

- Developed list of 2013 priorities with the Open Space and Trails Advisory Committee.
- Acquired the 5-acre Lustig Open Space property.
- Developed concept for McKay-Lambertson Open Lands Master Plan and Phase I Improvements.
- Completed architectural analysis of Metzger Farm Open Space Phase I Building Stabilization.
- Submitted Broomfield-Westminster Open Space Foundation 501c3 Application to the Internal Revenue Service to allow for State Historical Grant funding for Metzger Farm.
- Installed Tom Frost Interpretive Signage and Education/Picnic Pavilion.

GOAL 2: Implement Broomfield's trail network as defined in the Open Space, Parks, Recreation and Trails Master Plan (OSPRT Plan) as City Council determines budget revenues will allow.

- Finalize the State Highway 7 pedestrian crossing engineering feasibility analysis.
- Construct the Ruth Roberts Connector.
- Complete the design for the Rock Creek to Brainard Drive pedestrian underpass and trail.
- Analyze development review projects to ensure that trail connections and the public land dedication as called for in the Comprehensive Plan and OSPRT Plan are met.
- Update the Broomfield Trails Map.
- Complete pedestrian crossing analysis so it coordinates with the Midway Extension project.
- Complete Design for the Broomfield Trail from Glasser Reservoir to Lowell Boulevard.
- Complete widening of Westlake Trails as identified in the Westlake Neighborhood Master Plan.
- Complete the Wadsworth Trail Replacement adjacent to Ball Corporate Offices.
- Complete analysis of Community Ditch Right of Way/Easements and lay out a conceptual trail alignment.

Open Space and Trails	Type	Actual 2010	Actual 2011	Actual 2012	Actual 2013	Revised 2014	Projected 2015
Trail Miles Added by City and County of Broomfield	Output	N/A	1.25	2	1.5	1	1
Total Miles of Multi-Use Paths	Output	80	80	80	81	N/A	N/A
Total Miles of Detached Sidewalk	Output	90	90	90	90	N/A	N/A
Total Miles of Soft Surface/Crusher Fines Trails	Output	22	23	24	24	N/A	N/A
Total Miles of Bike Lanes	Output	41	45	47	70	N/A	N/A
Total Miles of Existing Trails	**Output**	**233**	**238**	**241**	**265**	**N/A**	**N/A**
Number of Public Trail Construction Projects	Output	N/A	2	1	3	1	1
Trail Underpasses Added	Output	N/A	N/A	N/A	N/A	1	1
Number of Private Development Reviews for Open Space Trails	Output	57	50	62	N/A	60	60

Prior Year Accomplishments

- Completed First Phase of mapping of the Community Ditch Right of Way/Easements and obtained title work for the Broomfield Trail between Lowell Blvd. and Spruce Meadows.
- Obtained Great Outdoors State Trails Grant for Design and Construction of the Ruth Roberts Connector and completed an Intergovernmental Agreement with Boulder County to allow for the construction of the trail.
- Completed an Intergovernmental Agreement with Lafayette and Boulder County to allow for the construction of the Egg Farm Trail and other related open space issues.
- Completed an Intergovernmental Agreement with Westminster and the Broomfield-Westminster Open Space Foundation to allow for the Lowell Blvd. Expansion and Pedestrian Underpass.
- Completed the Other Power-Driven Mobility Devices Policy.
- Completed the review of 65 development proposals.
- Completed the Spruce Meadows section of the Broomfield Trail.

Strategic Outcome: Facilities and Effective Transportation Infrastructure

GOAL 1: Coordinate with Public Works staff on open space and trails maintenance issues.

- Co-sponsor the Broomfield Garden Fair.
- Update the Open Space and Trails Advisory Committee on open space and trails maintenance issues such as repair of the 2013 Flood Damage to the Spruce Meadows segment of the Broomfield Trail.
- Work with Parks Maintenance on community volunteer maintenance and planting projects such as the partnership with the Butterfly Pavilion Open Space Habitat Restoration Project, Planting Day at Plaster Reservoir, and Planting Day at the Field.

Citizen Survey Results	Type	Actual 2002	Actual 2004	Actual 2007	Actual 2012
Percentage of Respondents Rating the **Quality and Importance** of the following services provided by the City and County of Broomfield as "Excellent" or "Good"					
Quality of Open Space	Effectiveness	N/A	65%	69%	86%
Availability of Open Space	Effectiveness	N/A	62%	67%	84%
Accessibility of Trails	Effectiveness	N/A	65%	72%	83%
Quantity of Trails	Effectiveness	N/A	64%	72%	82%
Continuous Trail Connections	Effectiveness	N/A	54%	61%	72%

Prior Year Accomplishments

- Updated OSTAC about the trail maintenance issues related to the 2013 flood and habitat enhancements.
- Completed concrete trail segment at Wildgrass to minimize trail maintenance issues and complaints from adjacent residents.

Strategic Outcome: Safe Community

GOAL 1: Build understanding of residents' needs and concerns about open space, wildlife, and trails issues.

- Respond to citizen inquiries regarding open space and trails issues promptly and courteously.
- Provide a public comment component to all open space and trails projects that includes citizens, OSTAC, and the City Council.
- Provide innovative programs and research regarding coexistence with coyotes.
- Continue participation in Denver Front Range Coyote Study.
- Complete, with assistance of Broomfield's IT Department, an interactive website map, which highlights features of Broomfield's larger open space areas through the use of photos and videos

and also allows for trail route mileage measurements.

- Continue to provide educational events and volunteer opportunities for citizens regarding open space-related topics.
- Provide one to two information kiosks at major trail and/or open space locations.
- Continue to implement the Open Space and Trails Signage Program.
- Continue to work with the Broomfield Open Space Foundation on community events related to Open Space and Trails.
- Continue to provide staff support for volunteer outreach groups such as the Nature Program, Wildlife Masters, and Coyote Crew and involve these volunteers in community events.

Open Space and Trails	Type	Actual 2010	Actual 2011	Actual 2012	Actual 2013	Revised 2014	Projected 2015
Open Space Volunteer Projects	Output	7	11	8	9	8	8
Total Open Space Volunteers	Output	328	420	122	77	70	70
Number of Citizen's Advisory Meetings	Output	10	8	6	9	8	8
Number of Open Space Educational Events/Activities	Output	5	14	16	17	10	10
Number of Attendees at Open Space Educational Events/Activities	Output	770	1,180	1,310	2,089	1,000	1,000
Number of Responses to Citizen Calls	Output	418	662	870	840	800	800

Prior Year Accomplishments

- Responded to approximately 800 citizen calls and emails.
- Continued research on coyote conflicts and behavior, including ongoing participation in the Denver Metro Area Coyote Behavior Study. Through this study, six coyotes have been collared with GPS tracking devices in Broomfield and 25 remote cameras have been installed to gain a better understanding on the territories and habits of coyotes in the community. Broomfield has also helped to develop a citizen science survey and a coyote hazing program as part of this study.
- Continued tracking and mapping of all reported coyote conflicts in Broomfield.
- Installed Open Space and Trails Signage, including three Large Identification Signs, 17 Small Information Signs, and three Directional Signs.

Sponsored the following volunteer/educational events:

Volunteer Projects:	Date	Attendees
Coyote Ridge Science Day	1/23/13	5
Habitat Garden Fair	3/2/13	15
Home Depot Earth Day/Garden Expo	4/20/13	2
Kids' Fishing Derby	5/4/13	15
Broomfield Trail Adventure	6/2/13	25
Farmers' Market/Holy Comforter Church	6/18/13	2
Bike To Work Day	6/26/13	3
National Night Out	8/6/13	5
Broomfield Days	9/21/13	5
Total Volunteers		**77**
Education Projects:	**Date**	**Attendees**
Coyote Ridge Science Day	1/23/13	300
Girl Scout Meeting	2/1/13	12
Gay Reservoir Drainage Open House	2/2/13	0
Habitat Garden Fair	3/2/13	200
Golden Bear Bikes Open House	4/18/13	50
Home Depot Earth Day/Garden Expo	4/20/13	75
Golden Bear Bikes Open House	4/24/13	40
Kids' Fishing Derby	5/4/13	230

Broomfield Trail Adventure	6/2/13	300
Farmers' Market/Holy Comforter Church	6/18/13	75
Bike To Work Day	6/26/13	150
Wildlife Masters/ACO Meeting	7/24/03	7
National Night Out	8/6/13	200
Colorado Open Space Alliance Presentation	9/10/13	40
Broomfield Days	9/21/13	300
Employee Wellness Fair	9/25/13	60
Gate'n Green Presentation	10/8/13	50
Total Educational Participants		**2,089**

LIBRARY

The Mamie Doud Eisenhower Public Library provides informational and cultural resources and programs for the community. Collections include books, audio-visual materials, periodicals, electronic databases, and downloadable books and music. Library users can also access regional and world-wide resources through public Internet computers and inter-library borrowing. Program offerings include cultural and educational opportunities for all ages. The library works closely with a seven-member citizen board appointed by City Council to ensure that community needs are met.

Strategic Outcome: Leisure and Cultural Opportunities

GOAL 1: Provide collection materials of current topics and formats to meet Broomfield residents' reading, viewing, and listening interests.

- Increase the availability of various current media.
  - Expand collection of parent support materials.
  - Add toys to children's collection that support Family Place and early literacy goals.
  - Acquire 2-3 additional children and youth e-resources.

Library	Type	Actual 2010	Actual 2011	Actual 2012	Actual 2013	Revised 2014	Projected 2015
Number of Books	Input	145,790	151,042	153,789	143,796	150,000	150,000
Number of E-books*	Input	5,934	6,140	8,742	2,609	10,000	12,000
Volumes Per Capita	Effectiveness	2.52	2.57	2.63	2.97	2.5	2.46
Total Items in Collections	Input	177,765	183,281	189,311	181,045	185,000	186,000
Collection Turnover Rate	**Effectiveness**	**3.88**	**3.84**	**3.94**	**0.29**	**4.2**	**4.5**
Number of Magazines and Periodicals	Input	243	243	245	245	225	225
Number of Books Added	Output	12,618	12,103	15,339	12,064	12,000	12,000
Number of Films Added	Output	1,090	1,425	1,571	1,944	2,000	1,700
Number of Films in Collection	Input	6,498	7,195	8,424	9,965	11,000	12,000
Number of Audio Items Added	Output	1,039	937	1,041	858	1,000	1,000
Number of Audio Items in Collection	Input	10,985	8,711	9,325	9,548	10,500	11,500
Number of Items Withdrawn	Output	21,463	12,541	12,645	27,941	17,000	15,000
Number of Items Circulated	Output	691,440	703,722	746,605	754,931	765,000	785,000
Circulation Per Capita	Effectiveness	12.12	11.91	12.85	12.39	12.5	12.85
Number of Inter-library Loan Items	Output	92,531	96,998	85,763	87,387	90,000	92,000

Prior Year Accomplishments

- Researched e-book sources and selected a package with over 25,000 titles; mostly non-fiction, but also genre fiction, children's and teen titles.
- Added circulating Nook and Kobo e-readers with pre-loaded collections.
- Acquired on-line learning resource, Learn 4 Life.
- Expanded standing-order plans for computer, travel, testing, and how-to books.

- Reorganized DVD collection into popular categories.
- Increased number of popular TV show DVDs in collection.

GOAL 2: Offer programs that provide Broomfield residents opportunities to expand their knowledge and enhance personal and professional growth.

- Present four additional programs on practical life skills or knowledge.
  - Offer adult computer classes in hands-on lab setting.
  - Begin Family Place Library "Parent-Child" workshops in January 2014 and repeat five-session series three times during year.
  - Present new health program series for adults.
  - Present new financial literacy program for adults.
- Transform library's science center into a "Maker Space" by Spring of 2014.
  - Renovate existing space to meet new needs by February 2014.
  - Design and present hands-on activities.
  - Recruit "Makers in-Residence" to instruct and mentor.
  - Recruit youth volunteer program assistants.
  - Implement program series.

Library	Type	Actual 2010	Actual 2011	Actual 2012	Actual 2013	Revised 2014	Projected 2015
Number of Reference Questions	Output	99,762	92,082	119,567	104,038	107,000	110,000
Number of Sessions of Internet Usage*	Output	124,220	114,331	105,096	41,740	42,500	43,000
Number of Participants in All Programs	Output	27,465	25,754	26,514	27,015	28,000	30,000
Number of Programs for Adults	Output	920	690	406	311	337	346

*As of 2013, a new management system recorded sessions differently than in past years.

Prior Year Accomplishments

- Partnered with Bal Swan to present "Confident Parenting" workshop series.
- Expanded “Pathways to Parenting” series for parents of teenagers.
- Introduced technology clinics twice a month to help solve patrons’ tech problems.
- Added three science-based lecture programs to adult services.
- Presented six technology-based classes.
- Hosted seven adult author programs in addition to the One Book program.
- Developed a very successful western history and issues lecture program.
- Jointly sponsored business topic workshops with the Broomfield Business Resource Center.
- Added Demographics Now database to business resources.
- Reference staff received additional training in business research.

GOAL 3: Provide resources and services that help Broomfield residents meet their personal literacy goals.

- Expand early literacy efforts to community outreach.
  - Distribute books to community 4-year-olds as part of state’s “One Book 4 Colorado” initiative.
  - Partner with Bal Swan to present early literacy workshops.
- Engage public school's Colorado Pre-School program via promotion and referrals.
- Measure effect of summer reading program participation on student reading scores.
  - Partner with Boulder Valley School District to track participants and results.
  - Evaluate first-year results and refine study implementation.
  - Publish results in library/education literature.

Library	Type	Actual 2010	Actual 2011	Actual 2012	Actual 2013	Revised 2014	Projected 2015
Children's Summer Reading Program Participants	Output	3,416	3,613	3,931	3,951	4,200	4,400
Teen Summer Reading Program Participants	Output	1,038	1,056	1,161	1,147	1,160	1,160
Number of Early Literacy Sessions	Output	289	284	270	294	313	320
Number of Early Literacy Participants	Output	7,807	7,216	7,896	8,330	8,703	8,800

Prior Year Accomplishments

- Received $13,432 grant from the State of Colorado for early literacy materials.
- Completed Family Place Library program training and developed program outline for Broomfield.
- Reconfigured children's library to better accommodate Family Place program.
- Participated in state's "One Book 4 Colorado" early literacy initiative.
- Presented 16 early literacy workshops in partnership with Bal Swan.
- Participated with Boulder Valley School District in study of summer reading effectiveness.
- Hired an additional temporary position to support summer reading program.
- Partnered with Intercambio to provide adult English as a second language classes.

Additional Prior Year Accomplishments (Not Tied to Goals)

- Re-carpeted library's second floor.
- Added credit card payment option to patron self-check machines.
- Engaged in social media outreach: Facebook, Twitter, Pinterest, Flickr.

Library	Type	Actual 2010	Actual 2011	Actual 2012	Actual 2013	Revised 2014	Projected 2015
Library Square Feet	Input	26,410	26,410	26,410	26,410	26,410	26,410
Number of Visits to Library	Output	346,182	338,398	339,118	327,399	334,000	338,000
Number of New Patron Registrations	Output	5,374	5,092	5,017	4,636	5,000	5,200
Number of Citizen's Advisory Meetings	Output	10	10	11	11	11	11
Registered Borrowers (% of Population)	Output	79%	74%	79%	87%	85%	83%

Citizen Survey Results	Type	Actual 2002	Actual 2004	Actual 2007	Actual 2012
Percentage of Respondents Rating the **Quality and Importance** of the following services provided by the City and County of Broomfield as "Excellent" or "Good"					
Library Services	Effectiveness	72%	78%	79%	83%
Variety of Printed Library Materials	Effectiveness	70%	76%	76%	76%

CEMETERY

The Broomfield County Commons and Lakeview Cemeteries provide the citizens of Broomfield affordable burial options including full burial and cremation.

Strategic Outcome: Responsive and Fiscally Responsible Government

GOAL 1: Respond to all citizen inquiries concerning immediate or future cemetery needs.

- Train staff to provide cemetery information upon request.
  - Record all cemetery inquiries as measured by the total number of inquiries per month.
- Provide a cemetery sales contact at all times.
  - Ensure all cemetery inquiries are addressed within 24 hours.

Broomfield County Commons Cemetery	Type	Actual 2010	Actual 2011	Actual 2012	Actual 2013	Revised 2014	Projected 2015
Number of Cemetery Inquiries	Output	87	81	131	251	200	200

Prior Year Accomplishments

- Addressed 250 inquiries about the cemeteries, all within 24 hours of receiving the call. The additional help from the senior cemetery technician enabled staff to meet this goal.

Strategic Outcome: Facilities and Effective Transportation Infrastructure

Lakeview Memorial Cemetery	Type	Actual 2010	Actual 2011	Actual 2012	Actual 2013	Revised 2014	Projected 2015
Total Land Acres	Input	2.25	2.25	2.25	2.24	2.25	2.25
Capacity- Number of Cremated Remains	Output	320	320	384	384	384	448
Cumulative Spaces Sold	Output	319	320	339	344	352	360
Annual Cremation Interments	Output	7	6	14	15	10	10
Total Cumulative Cremation Interments	Output	155	161	175	190	200	210
Number of Citizen's Advisory Committee Meetings	Output	4	3	4	4	4	4

Broomfield County Commons Cemetery	Type	Actual 2010	Actual 2011	Actual 2012	Actual 2013	Revised 2014	Projected 2015
Total Land Acres	Input	9.8	9.8	9.8	9.8	9.8	9.8
Number of Improved Land Acres	Output	3.3	3.3	3.37	3.32	3.3	3.3
Capacity - Number of Full Burials	Output	607	607	607	607	607	607
Capacity - Number of Cremated Remains	Output	794	794	794	794	794	794
Total Capacity	**Output**	**1,401**	**1,401**	**1,401**	**1,401**	**1,401**	**1,401**
Cumulative Spaces Sold	Output	348	383	421	485	494	538
Annual Interments - Full Burials	Output	20	12	16	23	18	20
Annual Interments -Cremations	Output	10	7	12	12	11	11
Total Annual Interments	**Output**	**30**	**19**	**28**	**35**	**29**	**31**
Cumulative Interments - Full Burials	Output	120	133	149	172	179	199
Cumulative Interments -Cremations	Output	41	47	59	71	77	88
Total Cumulative Interments	**Output**	**161**	**180**	**208**	**243**	**256**	**287**

Prior Year Accomplishments

Lakeview Cemetery:

- Five spaces were sold at Lakeview with 15 interments throughout the year.
- Revenue for the year was over $5,695, 71% of the original budget.
- Expenditures were $1,868, 45% of original budget.

Broomfield County Commons Cemetery:

- Sold 65 spaces and conducted 35 interments, a 68% increase over 2012 mainly attributed to a single family estate sale of 10 full burial spaces.
- Commons spent 100% of its expenditure budget.
- At nearly $158,000, earned revenues were 205% of the revised estimates.
- Full burial space sales equaled 67% of all sales in both cemeteries.

RECREATION SERVICES—ADMINISTRATION AND FACILITIES

The Paul Derda Recreation Center, Broomfield Community Center, and "The Bay" Aquatic Center provide clean, safe, high-quality, and well-maintained recreation facilities for public use. They also provide quality recreation and leisure opportunities to the community.

Strategic Outcome: Facilities and Effective Transportation Infrastructure

GOAL 1: Provide public recreation facilities to the citizens of Broomfield.

- Inspect facilities monthly to ensure they are safe and free of hazards.
  - Establish safety inspection procedures for facility staff to perform monthly inspections as measured by number of recorded yearly inspections.
- Monitor facilities and equipment monthly to predict maintenance needs.
  - Perform monthly preventative maintenance on fitness equipment as measured by the number of units serviced per month.
- Address customer concerns or complaints in a timely fashion. If it is a safety concern, either resolve immediately or place out of order and contact service to resolve issue.
- Replace cardio and weight equipment according to asset replacement schedule, taking into account safety, technology, newer models, warranty, service, and price.
  - Research and select equipment, supplies, and services that will provide the best value.
  - Acquire state-of-the-art cardio and fitness equipment through request for proposal process by August of each year as measured by the number of pieces replaced.

Recreation Administration	Type	Actual 2010	Actual 2011	Actual 2012	Actual 2013	Revised 2014	Projected 2015
Number of Shelter Rentals	Output	591	700	676	762	750	775
School Facilities Used for Athletic Programs	Output	17	17	18	13	15	15
Number of Safety Inspections Performed per Year	Output	12	12	12	12	12	12
Number of Cardio/Weight Equipment Services Per Month	Output	255	365	164	255	250	275
Number of Cardio/Weight Equipment Replaced Each Year	Output	5	69	16	20	70	50
Paul Derda Recreation Center	**Type**	**Actual 2010**	**Actual 2011**	**Actual 2012**	**Actual 2013**	**Revised 2014**	**Projected 2015**
Hours Open Per Year	Input	5,508	5,607	5,518	5,490	5,500	5,500
Average Hours Open Per Month	Input	459	467	460	458	460	460
Average Hours Open Per Week	Input	108	108	108	108	108	108
Broomfield Community Center	**Type**	**Actual 2010**	**Actual 2011**	**Actual 2012**	**Actual 2013**	**Revised 2014**	**Projected 2015**
Hours Open Per Year	Input	4,344	4,340	4,328	4,279	4,300	4,300
Average Hours Open Per Month	Input	362	362	361	357	360	360
Average Hours Open Per Week	Input	82	82	82	82	82	82
Aquatic Center (The Bay)	**Type**	**Actual 2010**	**Actual 2011**	**Actual 2012**	**Actual 2013**	**Revised 2014**	**Projected 2015**
Hours Open Per Year	Input	840	932	844	844	840	840
Average Hours Open Per Month	Input	176	186	240	280	280	280
Average Hours Open Per Week	Input	70	56	60	70	70	70

Prior Year Accomplishments

- Safety Inspections were performed and recorded monthly.
- Preventative maintenance on the cardio equipment was ongoing. We had 255 cardio and weight machine services over the course of the year averaging 21 per month, a 61% increase from 2012. This increase was due in large part to a new treadmill that we are learning to adjust and work on, and brought us closer into alignment with years prior to 2012, as far as services provided.
- We were able to replace 20 pieces of cardio equipment in 2013 due to the full funding of our Asset Replacement fund, including the replacement of all treadmills at both PDRC and BCC and the addition of the Stepmill, a new piece that had been in high demand by customers. We also continued the asset replacement and renovation of the PD Wellness Room and the Detention Center Wellness Room, replacing all weight equipment at both facilities and most of Detention's cardio equipment, some with used equipment from PDRC and BCC.
- Customer comments, complaints and concerns were addressed in a timely fashion; safety concerns were either fixed immediately or placed out of order until service could be scheduled.
- The Facility open hours remained constant. PDRC is only closed three days of the year: Thanksgiving, Christmas Day, and Easter. BCC opened on Thanksgiving morning for an hour for a Pre-Thanksgiving workout, which raised 437 pounds of canned goods and $140 for Broomfield FISH.
- At the Bay Aquatic Park, we began construction on the tot pool renovation. Completion of the project is expected for May 2014.

- Attendance numbers at the Bay Aquatic Park were up slightly in 2013, compared with 2012. We believe this is due to the increased sales of the Holiday Recreation Pass that includes a Bay Pass.
- A major project at the BCC swimming pool was sand blasting the pool deck to remove the paint and create a more porous surface, which improved the appearance and overall safety.

Strategic Outcome: Leisure and Cultural Opportunities

GOAL 1: Establish a variety of facility based activities and services geared toward a multi-generational population.

- Launch one new health or wellness program each year.
  - Evaluate success of current fitness programs, as measured by the number of participations each month.
- Update/renovate/add at least one feature at the Bay Aquatic Park.
  - Evaluate based upon current use, needs, customer requests, or life of existing feature.

Recreation Administration	Type	Actual 2010	Actual 2011	Actual 2012	Actual 2013	Revised 2014	Projected 2015
Program Participants (% of Population)	Effectiveness	44.83%	42.75%	40.75%	40.58%	40%	40%
Youth Participants (%)	Effectiveness	59.58%	59.17%	57.33%	60.33%	60%	60%
Senior Participants (%)	Effectiveness	21.33%	22.58%	21.83%	20.92%	20%	20%
Number Benefiting from Scholarship	Output	339	127	51	67	70	70
Number of Group Fitness Participations	Output	74,047	83,180	94,652	103,525	100,000	102,000
Number of Staff Training Sessions Offered	Output	147	159	166	204	200	200
Paul Derda Recreation Center	**Type**	**Actual 2010**	**Actual 2011**	**Actual 2012**	**Actual 2013**	**Revised 2014**	**Projected 2015**
Number of Patrons - Residents	Output	285,073	320,741	333,609	351,869	355,000	360,000
Number of Patrons - Non-Residents	Output	61,393	78,007	92,873	102,379	102,000	103,000
Total Number of Patrons	**Output**	**346,466**	**398,748**	**426,482**	**454,248**	**457,000**	**463,000**
Percent of Patrons - Residents	Output	82.08%	80.42%	78.08%	77.42%	80%	80%
Percent of Patrons - Non-Residents	Output	17.92%	19.58%	21.92%	22.58%	20%	20%
Number of Annual Passes	Output	3,260	4,881	6,628	7,368	7,300	7,300
Number of Daily Passes	Output	81,810	80,000	80,700	82,089	82,000	83,000
Broomfield Community Center	**Type**	**Actual 2010**	**Actual 2011**	**Actual 2012**	**Actual 2013**	**Revised 2014**	**Projected 2015**
Number of Patrons - Residents	Output	49,390	48,937	50,592	48,734	49,000	50,000
Number of Patrons - Non-Residents	Output	14,078	17,604	17,286	18,402	18,000	18,000
Total Number of Patrons	**Output**	**63,468**	**66,541**	**67,878**	**67,136**	**67,000**	**68,000**
Percent of Patrons - Residents	Output	77.83%	73.33%	74.83%	72.83%	80%	80%
Percent of Patrons - Non-Residents	Output	22%	26.67%	25.17%	26.33%	20%	20%
Number of Annual Passes	Output	87	101	146	193	150	150
Number of Daily Passes	Output	6,991	6,510	5,965	7,267	7,200	7,200
Aquatic Center (The Bay)	**Type**	**Actual 2010**	**Actual 2011**	**Actual 2012**	**Actual 2013**	**Revised 2014**	**Projected 2015**
Number of Patrons - Residents	Output	27,597	40,092	36,953	36,470	37,000	37,000
Number of Patrons - Non-Residents	Output	37,961	34,664	41,231	37,884	40,000	40,000
Total Number of Patrons	**Output**	**65,558**	**74,756**	**78,184**	**74,354**	**76,000**	**76,000**
Percent of Patrons - Residents	**Output**	**54%**	**53.63%**	**47.20%**	**49.40%**	**48%**	**48%**
Percent of Patrons - Non-Residents	**Output**	**45%**	**46.37%**	**52.70%**	**40.74%**	**52%**	**52%**
Number of Annual Passes	Output	146	88	167	225	100	100

Citizen Survey Results	Type	Actual 2002	Actual 2004	Actual 2007	Actual 2012
Percentage of Respondents Rating the **Quality and Importance** of the following services provided by the City and County of Broomfield as "Excellent" or "Good"					
Availability of Recreation Centers	Effectiveness	N/A	68%	72%	77%

Prior Year Accomplishments

- Drop-in use of the Paul Derda Recreation Center increased by 2,089 visits from 2012 with 82,089 drop-in attendance. Scanned passes were up over 2012 with a total of 372,159, an increase of 7.6%. Overall there was an average of 37,854 paid visits per month, an increase of roughly 2,000 per month over 2012.
- The Recreation Pass continued to include free child sitting and the Holiday pass included a season pass to The Bay Aquatic Park. 1,297 passes were sold in January 2012, the most ever sold in a given month since the facility opened, 1,185 were sold in November 2013 and 1,182 in December 2013. At the end of 2013 we had 5,147 active "monthly" passes for the Paul Derda Recreation Center.
- The Broomfield Community Center saw a sizeable increase in drop-in attendance in 2013, up about 1,300 to 7,267, an increase of 22%. However there was a slight decrease in the amount of scanned passes by about 2,800 to 59,251 scanned passes. Overall there was an average of about 5,543 paid visits per month, a decrease of approximately 100 per month from 2012.
- Group fitness participation increased from 94,652 participants in 2012 to 103,525 participants in 2013, which is approximately a 9% increase, and an increase of nearly 40% since 2010. We offered a new format in the drop-in schedule, Tabata, which is a cardio workout that focuses on high-intensity, interval workouts. The format was well received with 1,342 attendees in 2013. The program became large enough that the program was moved from a studio to the gymnasium. This move required the purchase of a portable sound system. We continue to analyze the group fitness schedule on a regular basis and attempt to meet the varied and changing needs of our participants.
- Swimming pool attendance continues to increase every year at a constant 5-10%. At Paul Derda, the average daily attendance in the pool is 400 participants. The Bay's average attendance is about 1,100 participants per day. Water aerobics classes at all facilities have increased in participation, up to 26,120 participants. We added an additional water aerobics class at the Bay aquatic park to help meet the demand.

Strategic Outcome: Responsive and Fiscally Responsible Government

Recreation Administration	Type	Actual 2010	Actual 2011	Actual 2012	Actual 2013	Revised 2014	Projected 2015
Number of Volunteer Hours	Output	20,049	20,244	22,509	25,627	25,000	26,000
Citizen's Advisory Committee Meetings	Output	9	5	6	6	6	6
Number of Recreation Brochures Printed	Output	54,000	38,500	42,000	42,000	42,000	42,000

Additional Prior Year Accomplishments (Not Tied to Goals)

- We had an increase of about 3,000 hours in our Volunteer Hours in 2013 to bring our year-end total to 25,627.
- Held six Citizen Advisory Committee Meetings in 2013.
- The quantity of printed brochures remained at 42,000.

RECREATION SERVICES—PROGRAMS

Recreation Services provides a variety of programs to meet the recreation and health needs of Broomfield citizens:

The **Athletic Programs** serve youth, adults, and seniors, and also work in collaboration with community youth sports groups.

The **Aquatic Programs** promote health, fitness, safety, and fun in and around the water.

The **General Programs** provide a variety of early learning, fitness, wellness, and educational classes.

The **Teen Programs** provide programs for youth and teens.

The **Flexible Programs** offer new and innovative programs.

The **Special Needs Programs** provide programs to people of all ages regardless of ability and provide mainstreaming opportunities into current programs.

The **Skate Park and Batting Cages** provide a facility for skateboarding, rollerblading, BMX biking, and batting cages.

The **Seniors Programs** provide programs and activities for older adults and senior citizens.

Special Events foster community pride, social bonding, and family connections.

The **Concessions** division operates concession stands for Broomfield Recreation Facilities.

Strategic Outcome: Leisure and Cultural Opportunities

GOAL 1: Offer a variety of programs to stay up to date with the latest trends.

- Offer a new program or expand/adapt a current program in each area by December.
  - Identify a new program based on the needs and trends in the community.
  - Expand or adapt current programs to improve customer satisfaction and performance of programs.
  - Market programs and investigate alternative techniques to increase participant numbers.
- Enter contractual agreements with businesses, providing recreational and educational services based on a 70/30 split of revenue.
  - Identify and solicit organizations and/or businesses to offer programs or activities not currently offered by Recreation Services due to either budget or expertise constraints.
  - Determine schedules that do not directly compete with existing programs.
  - Complete all paperwork and obtain all necessary documentation from contractual groups.

Recreation Programs	Type	Actual 2010	Actual 2011	Actual 2012	Actual 2013	Revised 2014	Projected 2015
Number of New or Expanded Programs	Output	N/A	21	41	6	11	10

Citizen Survey Results	Type	Actual 2002	Actual 2004	Actual 2007	Actual 2012
Percentage of Respondents Rating the **Quality and Importance** of the following services provided by the City and County of Broomfield as "Excellent" or "Good"					
Range/Variety of Recreation Programs	Effectiveness	N/A	66%	71%	73%

Prior Year Accomplishments

The Fitness programs added and expanded upon the following programs:

- **JUST FOR GIRLS** - The Just for Girls program is a class designed especially for 6th and 7th grade girls. The class focuses on exercise, movement, nutrition, stress relief, self-esteem building, and creating healthy habits that will last a lifetime. Each girl receives a journal to help incorporate a home connection with the topics covered in class. The girls also receive a weight room certification during the course to ensure their success after the course ends. The six-week course was taught by two personal trainers and attended by 134 girls.
- **DENVER KIDS TRIATHLON** - City and County of Broomfield Recreation Department partnered with Kids Triathlon, Inc. to offer a training program for children to prepare for the Denver Kids Triathlon June 29-30 held at Adams City High School. The training program offered children “Intro to Tri” training once a week for seven weeks. The trainers leading the program followed a curriculum developed specifically for kids by a Level I Youth Certified USA Triathlon Coach. The program was offered to the public at a very reasonable price with the opportunity for those unable to participate due to financial hardship to apply for a scholarship. Program costs were offset by a

grant through Kids Triathlon, Inc. The goal of this partnership was to serve as a catalyst to introduce a new group of kids (and their families) to the benefits of a healthy, active lifestyle. There were 105 attendees for this program.

- **5K to 10K TRAINING** - Similar to the Couch to 5K program, but longer distance and with more focus on nutrition and injury prevention. There were 151 attendees for this program.
- **PRIVATE/SEMI PRIVATE YOGA** - People were looking for more attention to their own practice outside of a group setting. The program was run similar to the Pilates Reformer program. There were 6 attendees for this program, as it was added late into the year due to requests.

GOAL 2: Provide high-quality programs, events, and activities to participants of all ages and abilities.

- Cancel classes that are consistently low in enrollment.
  - Track program and activity numbers to determine low enrollment.
  - Monitor operating budgets and implement best practices to maximize cost recovery.
- Make changes to programs and activities based upon customer evaluations.
  - Hand out customer evaluations to determine their satisfaction with the programs and activities.

Recreation Programs	Type	Actual 2010	Actual 2011	Actual 2012	Actual 2013	Revised 2014	Projected 2015
Number of Athletic Programs/Classes Cancelled	Output	55	43	72	99	108	118
Number of Aquatic Programs/Classes Cancelled	Output	215	158	129	199	130	120
Number of General Programs/Classes Cancelled	Output	20	20	9	25	20	20
Number of Teen Center Programs/Classes Cancelled	Output	407	51	68	138	100	100
Number of Flexible Programs/Classes Cancelled	Output	1	3	0	0	3	3
Number of Special Needs Programs/Classes Cancelled	Output	8	17	8	4	5	5
Number of Skate Park Programs/Classes Cancelled	Output	0	0	1	5	2	4
Number of Senior Programs/Classes Cancelled	Output	3	14	30	22	25	25

GOAL 3: Promote the health and well-being of our customers by providing fun and safe programs.

- Offer programs that encourage participants to live healthy and active lifestyles.
  - Determine needs of participants and class demands.
  - Target market-specific age groups and develop classes to meet specific needs.
- Provide staff training on a monthly basis to include safety protocol, skills practice, customer service training, and policy and procedures related to overall goals and mission.
  - Determine training needs and areas of development.
  - Develop manuals and policies to establish best practices to address safety and consistency.

Recreation Programs	Type	Actual 2010	Actual 2011	Actual 2012	Actual 2013	Revised 2014	Projected 2015
Athletic Programs Participants - Residents	Output	15,044	14,379	12,541	14,402	15,842	17,426
Athletic Programs Participants - Non-Residents	Output	8,409	7,232	6,759	6,918	7,609	8,369
Athletic Programs Participants - Total	**Output**	**23,453**	**21,611**	**19,300**	**21,320**	**23,451**	**25,795**
Number of Athletic Programs Offered	Output	982	908	1,946	868	954	1,049
Aquatic Programs Participants - Residents	Output	8,420	12,244	10,467	9,712	10,000	11,000
Aquatic Programs Participants - Non-Residents	Output	3,634	3,730	2,315	2,179	3,000	3,200
Aquatic Programs Participants - Total	**Output**	**12,054**	**15,974**	**12,782**	**11,891**	**13,000**	**14,200**
Number of Aquatic Programs Offered	Output	3,840	2,256	2,141	2,195	2,200	2,200
General Programs Participants - Residents	Output	2,305	4,272	4,504	4,117	4,000	4,000
General Programs Participants - Non-Residents	Output	819	1,149	1,066	1,174	1,000	1,000
General Programs Participants - Total	**Output**	**3,124**	**5,421**	**5,570**	**5,291**	**5,000**	**5,000**
Number of General Programs Offered	Output	135	338	283	328	300	310
Teen Center Programs Participants - Residents	Output	3,205	6,512	5,301	4,882	5,000	5,200
Teen Center Programs Participants - Non-Residents	Output	1,182	1,435	929	1,238	1,200	1,200
Teen Center Programs Participants - Total	**Output**	**4,387**	**7,947**	**6,230**	**6,120**	**6,200**	**6,400**
Number of Teen Center Programs Offered	Output	1,586	399	378	1,664	700	900
Flexible Programs Participants - Residents	Output	83	113	7,440	3,698	2,000	2,000
Flexible Programs Participants - Non-Residents	Output	9	32	512	0	30	30
Flexible Programs Participants - Total	**Output**	**92**	**145**	**7,952**	**3,698**	**2,030**	**2,030**
Number of Flexible Programs Offered	Output	10	16	12	4	8	8
Special Needs Programs Participants - Residents	Output	374	2,080	1,696	1,977	1,800	1,900
Special Needs Programs Participants - Non-Residents	Output	80	742	462	783	500	500
Special Needs Programs Participants - Total	**Output**	**454**	**2,822**	**2,158**	**2,760**	**2,300**	**2,400**
Number of Special Needs Programs Offered	Output	16	151	76	105	100	100
Skate Park Programs Participants - Residents	Output	29,810	28,575	30,878	31,628	34,790	36,529
Skate Park Programs Participants - Non-Residents	Output	0	0	0	0	0	0
Skate Park Programs Participants - Total	**Output**	**29,810**	**28,575**	**30,878**	**31,628**	**32,126**	**36,529**
Number of Skate Park Programs Offered	Output	0	0	19	18	23	25

Recreation Programs	Type	Actual 2010	Actual 2011	Actual 2012	Actual 2013	Revised 2014	Projected 2015
Senior Programs Participants - Residents	Output	5,014	8,488	9,121	8,333	8,200	8,300
Senior Programs Participants - Non-Residents	Output	765	148	309	334	200	300
Senior Programs Participants - Total	**Output**	**5,779**	**8,636**	**9,430**	**8,667**	**8,400**	**8,600**
Number of Senior Programs Offered	Output	369	293	731	597	600	600
Silver Sneakers Members	Output	2,330	2,247	2,561	2,905	2,900	3,000

Prior Year Accomplishments

- **CARA Swimming** - We continued to expand our CARA swimming and diving program. We offered additional class times and skill clinics to help meet customer demand for the program. In 2013 we increased the program from 135 participants to 155 participants. We added two additional diving classes and three diving clinics. Unfortunately, we could not fulfill the demand from waitlists and interest lists due to space limitations in the pool.
- **Private Swim Lessons** - Interest lists and waitlists prompted us to look at additional times and days that we could offer classes. We added 15 additional time slots at Paul Derda. In all, we taught over 2,500 private swim lessons in 2013.
- **TR GAME NIGHT at the DERD** - Expanded the program offered to older kids with special needs, providing an opportunity to socialize and have fun together. The class is popular and continues to grow in participation numbers as the word has spread in the community.
- **Child Sitting:**
  - Tested an online reservation system in 2013. Unfortunately, the system did not match our needs and we discontinued the program. Currently, we are looking for a new company to service our needs.
  - The numbers continue to grow with an additional 2,151 children in attendance.
  - Staff volunteered to serve pizza and cookies during the Valentine's Day holiday at Silvercrest residential assisted living facility.

- **Early Learning:**
  - Implemented curriculum for Journey into Kindergarten class.
  - Staff volunteered at Silvercrest Salvation Army Residential facility at Thanksgiving time.
  - Library field trip for PRE-K children and Journey into Kindergarten.
  - Created new registration system for current and past families of the Early Learning program that was successful.
- **Youth/Teens:**
  - With the hiring of a new Teen Coordinator, the day camp program was reviewed and changes were made in the way we assigned camp staff to the different age groups. Camp staff is now assigned an age group for the entire summer and works with that age group on a daily basis.
  - The day camp field trip process was also reviewed and we now split the camp into two trips on Thursdays so that all 200 participants do not go on the same trip.
  - Updated and condensed emergency forms from a packet of five or more pages to one front-and-back document.
  - Recreated PDRC Game Room Art Competition - three local artists recreated original works of art on Game Room Boards at the PDRC 10th Anniversary Celebration. Artwork is currently displayed in Game Room.
  - Changed the format of School's Out Program. Trips are now full days versus a half day offsite and a half day of swimming.
  - Utilization of iPads for School's Out Fall Break Camp and Winter Break Camp.
    - Family and participant emergency forms are stored electronically on iPads
    - Families Check in/out on iPads
    - Staff clock in/out on iPads
    - Staff use reports generated from iPad to track attendance information
- **Athletic Program:**
  - Three new pickleball outdoor courts were installed at the Broomfield Industrial Park.
  - The senior softball program increased from 31 players to 82 players.
  - In 2013 the registration process for adult sports leagues was changed to a resident team fee and non-resident team fee to make the process easier for customers and registration staff.
- **Senior Program:**
  - Senior Day Trips - Increased participation by seniors in wheelchairs and electronic scooters by improving the registration process to properly plan for and accommodate ADA participants.
  - Annual Living in Balance Event – held inaugural event as a joint venture between Recreation Services and Health and Human Services/Senior Division. The event had a great turnout with 100 participants attending the all-day event including lunch and 23 participants taking advantage of the new option to register for the fair only. The event received tremendous support from the community, with higher sponsorship levels than either the Wellness Conference or Resource Fair in the past.
- Training opportunities were offered monthly by multiple areas within the facility: 1) Aquatics offered monthly trainings or in-services for staff that focused on topics ranging from customer service to in-water back boarding, First Aid/CPR, and general safety; 2) Climbing Wall offered monthly meetings or in-services that focused on wall safety, inspection, and overall customer satisfaction; 3) Front Desk and Administrative Clerks provided monthly meetings and trainings that discussed the operations and implementations of policies and procedures, and included new quarterly trainings that were based around team development. 4) Full-time staff training included reviewing CPR and AED procedures, first aid, emergency action procedures and responding to various scenarios, practicing evacuation procedures, and safety protocols throughout the various program areas. 5) There were numerous trainings offered for staff in both Summer Camps, Aquatics, Teen programs, Child Sitting and Early Learning to stay compliant with regulations.

Special Events	Type	Actual 2010	Actual 2011	Actual 2012	Actual 2013	Revised 2014	Projected 2015
Broomfield Days Participants - Residents	Output	18,000	20,000	20,000	20,000	22,000	22,000
Broomfield Days Participants - Non-Residents	Output	4,000	5,000	7,000	5,000	7,000	7,000
Broomfield Days Participants - Total	**Output**	**22,000**	**25,000**	**27,000**	**25,000**	**29,000**	**29,000**
July 4th Participants - Residents	Output	6,000	12,000	18,000	12,000	12,000	12,000
July 4th Participants - Non-Residents	Output	500	3,000	7,000	3,000	4,000	4,000
July 4th Participants - Total	**Output**	**6,500**	**15,000**	**25,000**	**15,000**	**16,000**	**16,000**
Easter Participants - Residents	Output	1,900	1,200	1,000	1,000	1,500	1,500
Easter Participants - Non-Residents	Output	300	300	500	500	300	300
Easter Participants - Total	**Output**	**2,200**	**1,500**	**1,500**	**1,500**	**1,800**	**1,800**
Halloween Participants - Residents	Output	1,500	1,000	633	426	500	500
Halloween Participants - Non-Residents	Output	500	500	0	0	0	0
Halloween Participants - Total	**Output**	**2,000**	**1,500**	**633**	**426**	**500**	**500**
Mini Ha Ha Participants - Residents	Output	245	330	361	475	400	400
Mini Ha Ha Participants - Non-Residents	Output	308	220	299	125	200	200
Mini Ha Ha Participants - Total	**Output**	**553**	**550**	**660**	**600**	**600**	**600**
Dog Daze at the Bay Participants - Residents	Output	300	291	341	298	300	300
Dog Daze at the Bay Participants - Non-Residents	Output	184	192	216	236	225	225
Dog Daze at the Bay Participants - Total	**Output**	**484**	**483**	**557**	**534**	**525**	**525**
Firework Tournament Participants - Residents Teams	Output	10	13	6	12	3	8
Firework Tournament Participants - Non-Residents Teams	Output	73	47	44	32	24	40
Fireworks Tournament Participants - Total	**Output**	**83**	**60**	**50**	**44**	**27**	**48**
Fishing at the Bay Participants - Residents	Output	150	145	139	0	150	150
Fishing at the Bay Participants - Non-Residents	Output	30	67	53	0	40	40
Fishing at the Bay Participants - Total	**Output**	**180**	**212**	**192**	**0**	**190**	**190**
Student Art Show Participants - Residents	Output	345	361	370	342	350	350
Student Art Show Participants - Non-Residents	Output	0	0	0	20	0	0
Student Art Show Participants - Total	**Output**	**345**	**361**	**370**	**362**	**350**	**350**
Tree Lighting Participants - Residents	Output	700	400	350	600	800	800
Tree Lighting Participants - Non-Residents	Output	200	0	50	200	50	50
Tree Lighting Participants - Total	**Output**	**900**	**400**	**400**	**800**	**850**	**850**

Additional Prior Year Accomplishments (Not Tied to Goals)

- 2013 Tree Lighting Ceremony - moved the event inside to the Municipal building for the first time, due to cold weather. Participation from the community was positive, and only one school group cancelled.

HEALTH AND HUMAN SERVICES

We exist in partnership with the community to recognize, develop and promote opportunities that encourage personal, social, and environmental responsibility. We value the health and safety of our citizens and are dedicated to serve Broomfield with integrity, creativity, dignity, and respect.

OPERATIONS AND ADMINISTRATION

Operations and Administration provides direct support to all Health and Human Services programs. This includes budget development and analysis, revenue and grant management, contract development and monitoring, front desk operations, accounting, policy development and guidance, website maintenance, emergency response operations, and quality assurance of all department publications.

The **Human Services Support** division provides a mechanism for allocating indirect costs for central services received by Human Services, such as accounting, legal, and human resource functions, to the Human Services Fund.

Strategic Outcome – Responsive and Fiscally Responsible Government

GOAL 1: Utilize various means to evaluate services and programs and ensure that they are aligned with the needs of the community.

- Provide data analysis from state audits, program reviews, and mandates to develop, with HHS program input, methods to enhance compliance to program rules and ensure clients receive timely access to appropriate programs and benefits.
  - By the end of 2014, participate in program oversight audits and review to ensure continuous quality improvement.

Prior Year Accomplishments

- Centralized a policy and procedure process in the Operations Division for notification of all audits and program reviews of HHS from outside entities. Findings and outcomes of all audits and reviews are maintained and monitored by Operations Division staff as part of HHS' continuous quality improvement. Any significant findings or concerns are now discussed with all HHS managers at weekly managers' meetings.
- The Operations Division has joined the Family and Children's Services' (FCS) Continuous Quality Improvement Team to review and improve policy, procedures, and practices within the FCS Division.

Strategic Outcome – Responsive and Fiscally Responsible Government

GOAL 2: Strategically target the efforts of the department to maximize sources and uses of funds in the event allocations decline or expire.

- Identify and assist in obtaining new sources of funds for various programs throughout the Department as grant funds or allocations decline or expire.

Health and Human Services Support	Actual 2010	Actual 2011	Actual 2012	Actual 2013	Revised 2014	Projected 2015
Human Services- County Financial Support (%)	19.00%	22%	23.80%	24.20%	25%	27%
Public Health- County Financial Support (%)*	48.00%	52%	55.90%	51.30%	52%	55%
Senior Center Services- County Financial Support (%)	48.00%	52%	55.90%	51.30%	52%	55%
Workforce Center- County Financial Support (%)**	25.00%	31%	26.10%	33.70%	33%	34%
Percent of Total Grant Funds Utilized	100%	N/A	N/A	N/A	N/A	N/A

Prior Year Accomplishments

- Broomfield HHS applied for and received $100,012 of grant funding through the Colorado Health Benefit Exchange C4HCO. The funds will be used to assist residents in making informed choices about Medicaid and to help residents understand their options under the Affordable Care Act when shopping for health insurance.
- During 2013, Broomfield HHS disbursed $15,524 of CSBG funds, assisting 19 households comprising 30 adults and 28 children. The current fiscal year award is $19,625 and the remaining $4,101 will be expended by Feb. 28, 2014, the end of the award fiscal year.

Strategic Outcome – Responsive and Fiscally Responsible Government

GOAL 3: Provide effective supportive services to enhance the department's ability to effectively meet the health and human service needs of the community.

- Familiarize the public with our services through effective community outreach and education.
  - Explore possible ways to educate the community through social media.
  - Update the HHS website at least monthly to provide current information.
  - Utilize "B in the Loop" and Channel 8 programming to provide updates about HHS services and events.

Health and Human Services Support	Actual 2010	Actual 2011	Actual 2012	Actual 2013	Revised 2014	Projected 2015
Human Service Benefit Programs - Individuals Served (estimated)	11,575	11,279	10,615	9,951	10,000	10,500
Human Service Benefit Programs - Households Served	4,239	4,169	4,029	4,170	4,200	4,250
Average Benefit per Household Served	$1,309	$1,189	N/A	N/A	N/A	N/A
Public Health Programs - Client Contacts	17,206	12,505	26,254	20,302	19,800	20,000
Senior Center Programs - Client Contacts	66,163	57,940	67,938	65,809	66,000	67,000
Workforce Center - Client Contacts	24,541	30,877	34,632	28,678	33,800	35,500
Number of Citizen's Advisory Meetings	5	5	6	4	5	5

Prior Year Accomplishments

- Staff created or updated 118 webpages throughout the Department to provide current information to Broomfield employees and residents via the Health and Human Services website.
- Broomfield HHS utilized "B in the Loop" and Channel 8 programming to update residents on current Broomfield events including communicable disease outbreaks, the Car Seat Program, and immunization services.

FAMILY AND CHILDREN'S SERVICES

Family and Children's Services (FCS) provides intervention services to youth in conflict, children and youth in need of protection, and children in need of specialized services.

Services also include: out-of-home placements for children/youth who cannot safely remain in their own homes, adoptions, and clinical intervention for families and victims of child abuse and neglect. Services are provided to stabilize or reunite families and to ensure the protection of children. These services may be provided directly or through outside providers. Adult protection services include assessment, resource, and referral for adults at risk of abuse, neglect, and financial exploitation.

Child Care Assistance provides child care subsidies to families that are low-income, eligible for Temporary Assistance for Needy Families (TANF), or are involved in a Child Welfare case in which child care is provided to assist a family with special circumstances. This program recruits, trains, and supports child care providers to serve families in need of child care subsidies.

Strategic Outcome - Safe Community

GOAL 1: Provide protective services (child and adult) to ensure the safety, well-being, and permanency of at-risk and vulnerable children and adults.

- Meet the federal and state performance standards (75%) on timely responses to maltreatment reports.
  - Initial victim interview completed/attempted in a timely manner.

Child Welfare	Actual 2010	Actual 2011	Actual 2012	Actual 2013	Revised 2014	Projected 2015
Number of Calls Regarding Abuse/Neglect	760	798	791	737	759	764
Number of Calls Investigated	383	314	262	224	225	250
Number of Reports of Abuse/Neglect that are Founded	80	69	68	51	53	56
Percent of Calls Investigated	51%	39.50%	32.87%	30.40%	30%	33%
Number of Cases Opened- Households	117	125	95	93	90	93
Number of Out of Home Placements	75	56	43	37	25	15

Adult Protection	Actual 2010	Actual 2011	Actual 2012	Actual 2013	Revised 2014	Projected 2015
Adult Protections - Investigations and Case Contacts	71	68	66	68	75	78

Prior Year Accomplishments

- The Family and Children's Services (FCS) Division assisted 255 victims during 2013. The FCS Division demonstrated a 93% compliance as to immediate response; a 100% compliance as to identified three-calendar-day response; and a 96% compliance as to identified five-working-day response.

Strategic Outcome - Public Assistance

GOAL 2: Ensure that eligible Family and Children Services clients receive quality and timely access to public assistance services and benefits.

- Family and Children's Services casework staff will achieve compliance standards set by Child and Family Services Review (CFSR) for monthly contacts with children and youth in out-of-home placement.
  - Each child/youth in out-of-home placement will meet with the assigned caseworker a minimum of once per month as mandated by State Rule and per the standards set by the federal Child and Family Services review.

Child Care Assistance	Actual 2010	Actual 2011	Actual 2012	Actual 2013	Revised 2014	Projected 2015
Number of Child Care Providers	100	63	65	44	45	48
Number of Children Served	255	85	116	79	81	87

Citizen Survey Results	Actual 2002	Actual 2004	Actual 2007	Actual 2012
Percentage of Respondents Rating the **Quality and Importance** of the following services provided by the City and County of Broomfield as "Excellent" or "Good"				
Child Protection Services	N/A	N/A	N/A	76%
Access to Affordable Quality Child Care- Quality	36%	44%	44%	51%
Access to Affordable Quality Child Care- Importance	N/A	70%	68%	74%

Prior Year Accomplishments

- 2013 Trails data reflects that Family and Children's Services exceeded the 2013 raised standard of 95%, achieving 98% of monthly contacts with children and youth in out-of-home placement.
- The FCS division continued to meet or exceed state performance standards in 2013 in spite of experiencing a 25% turnover rate. FCS filled one supervisory position, three casework staff positions, and one case aide position.
- FCS was the subject of program audits in foster care and the Colorado Child Care Assistance Program (CCCAP); each audit found no issues regarding non-compliance.
- In July 2013, FCS applied for and was awarded Title IV-E Waiver Demonstration Project funding by the Colorado Department of Human Services. Broomfield's HHS FCS division was awarded $91,200 (no county match required) to fund the family engagement intervention. Family engagements meetings are facilitated by a third party to the case and are intended to provide a safe and productive forum to plan for safety, well-being, and permanency for children. These facilitated meetings help mitigate risk to children/youth while being respectful and thoughtful of the families' strengths, culture, and goals for their children/youth. Outcomes for children/youth are improved as measured by decreased numbers of children in out-of-home care and increased numbers of children remaining in their family home and/or returning home in a timelier manner.
- As a Round II County under the Colorado Practice Initiative, FCS completed the first round of participation, developed a Continuous Quality Improvement Team composed of Child Welfare and Operations staff and representatives from CASA, Broomfield Courts, and state personnel. This multi-disciplinary body meets monthly to evaluate the FCS division's business practices and policies.

SELF-SUFFICIENCY, EMPLOYMENT, AND PUBLIC ASSISTANCE

Public Assistance provides services to Colorado's children, families, adults, disabled citizens, and veterans. Programs include adult financial and medical assistance programs, pregnant women and children's medical support, the Older American Act programs, Food Assistance, Veterans Benefits, information, referrals, and options for long-term care.

Child Support Enforcement provides child support assistance to custodial or non-custodial parents and guardians. The primary goal of this program is to ensure the financial well-being of children and avoid the need for public assistance. This program also includes establishment of paternity to provide legal accountability for children.

Temporary Assistance for Needy Families (TANF) provides temporary monthly cash assistance to families through a federal welfare reform program implemented in Colorado as the Colorado Works Program. This program assists heads of households in developing skills

that will enable them to work and support their children. It also provides support services (such as budgeting, interviewing skills, and child care assistance) to help eligible participants meet the goal of self-sufficiency. Federal law requires participants to engage in a work activity within 24 months of starting the program.

The Workforce Center assists clients in their employment efforts by providing access to job market and referral information, resume and cover letter tools, Internet and word processing access, and a reference/resource library. All Workforce Center services are free to employers and job seekers.

The Healthy Communities Program provides services to help eligible residents find and understand all of the benefits available to them through Medicaid; to improve the health of children, from birth through age 20, by enhancing access to and appropriate utilization of primary and preventive health care for Medicaid-eligible families; and to help pregnant women obtain Medicaid Presumptive Eligibility and referrals to ensure early and adequate prenatal care.

The Tenant Based Rental Assistance (TBRA) program provides rental assistance for eligible Broomfield families with children. HHS, in partnership with the Broomfield Housing Authority, works with families to help them acquire stable housing and become self-sufficient within a two-year period.

Low-Income Energy Assistance Program (LEAP) is a federally-funded program administered by the Colorado Department of Human Services that is designed to help qualifying low-income households cover part of their winter home heating costs from Nov. 1 through April 30.

Strategic Outcome - Public Assistance

GOAL 1: Provide high-quality and effective support services that help Broomfield families move toward self-sufficiency.

- Ensure prompt and accurate eligibility determination for clients seeking public assistance benefits.
- Implement the Affordable Care Act and expand services to provide quality assistance to residents in navigating the Connect for Health Colorado Healthcare Marketplace.

Adult, Elderly and Disabled Assistance	Actual 2010	Actual 2011	Actual 2012	Actual 2013	Revised 2014	Projected 2015
Food Assistance - Households Served	1,437	1,410	1,524	1,497	1,600	1,700
Medical Benefits - Households Served	2,197	2,271	2,213	1,765	2,400	2,400
Low Income Energy Assistance Program (LEAP) - Households Served	976	950	229	401	375	375
Applications received for Public Assistance	N/A	N/A	N/A	N/A	3,300	3,800

Prior Year Accomplishments

- Maintained food assistance processing timeliness at 97.22%. The federal requirement is a 90% timeliness standard.
- Assisted 360 LEAP clients with home heating.
- With Medicaid expansion in Colorado significantly impacting workloads across the state, the HHS self-sufficiency staff continued to meet required processing timeliness in spite of a 26.1% increase in caseload. Broomfield HHS had 1,705 Medical Assistance cases in October 2013, which increased to 2,150 cases by the end of January 2014.

Strategic Outcome – Public Assistance

GOAL 2: Administer programs that promote our clients' self-sufficiency and assist our clients in achieving compliance with state-mandated program requirements.

- Achieve federally-mandated work participation rate of 50% for clients in the Temporary Assistance for Needy Families (TANF) program.

Temporary Assistance to Needy Families (TANF)	Actual 2010	Actual 2011	Actual 2012	Actual 2013	Revised 2014	Projected 2015
Colorado Works - Households Served	116	95	69	66	63	56

Prior Year Accomplishments

- Achieved 100% processing timeliness for TANF applications; the federal requirement is a 90% processing timeliness.

Strategic Outcome – Public Assistance

GOAL 3: Assist clients seeking employment to find and maintain suitable work.

- Provide effective training and job search services.
- Collaborate with the Workforce Board to address the long-term unemployed.

Workforce Center	Actual 2010	Actual 2011	Actual 2012	Actual 2013	Revised 2014	Projected 2015
Number of Job Search Assistance Services Provided	24,451	30,877	31,845	26,173	30,400	30,000
Number of Job Openings Received	6,025	4,530	4,567	2,618	3,700	3,700

Citizen Survey Results	Actual 2002	Actual 2004	Actual 2007	Actual 2012
Percentage of Respondents Rating the **Quality and Importance** of the following services provided by the City and County of Broomfield as "Excellent" or "Good"				
Broomfield Workforce Center	N/A	N/A	N/A	66%

Prior Year Accomplishments

- Served 2,153 customers through the Emergency Unemployment Compensation Program.
- Provided over 26,000 job search assistance services to clients.
- Received 2,618 job opening announcements to assist clients seeking employment.

Strategic Outcome – Public Assistance

GOAL 4: Locate non-custodial parents and obtain financial support for their children.

- Establish Paternity.
- Establish and enforce child support and medial support orders.

Child Support Enforcement	Actual 2010	Actual 2011	Actual 2012	Actual 2013	Revised 2014	Projected 2015
Number of Cases	1,091	1,150	1,145	1,159	1,180	1,200
Child Support Collected	$2,806,093	$2,993,490	$3,061,472	$3,085,716	$3,200,000	$3,275,000

Prior Year Accomplishments

- Managed 1,159 child support cases and collected over $3 million in child support payments.

HHS SUPPORT

The Human Services Support division provides a mechanism for allocating central services received by Human Services, such as accounting, legal, and human resource functions, to the Human Services Funds. Support also includes an allocation for unemployment and workers compensation insurances.

PUBLIC HEALTH ADMINISTRATION

The Public Health Administration division is a centralized administration, accounting, and operations division which provides the support for functions within Public Health. It must be kept separate from Human Services' centralized Operations and Administration division due to separate funding streams. Through a comprehensive and collaborative community-based approach, Public Health programs enhance public health by building capacity to achieve health improvements through informing, educating, and empowering individuals about health issues.

Strategic Outcome - Safe Community

GOAL 1: Work across community sectors to engage, facilitate and foster change through health promotion, disease prevention, and improved determinants of health.

- Promote practices, policies, and programming in support of healthy eating, active living, and prevention of chronic disease and unintentional injuries in partnership with City and County of Broomfield departments and community organizations.

Public Health Administration	Actual 2010	Actual 2011	Actual 2012	Actual 2013	Revised 2014	Projected 2015
Number of Outreach Events (includes B in the Loop communications) promoting Healthy Broomfield	N/A	N/A	N/A	N/A	38	40
Number of Residents "Reached" Through Healthy Broomfield	7,418	4,690	11,867	1,886	2,000	2,100

Prior Year Accomplishments

- The Public Health and Environment division presented health information through "B in the Loop," local media advertisements, and bus shelter billboards about pertussis and influenza, as well as promoting immunization and reproductive health services. The Public Health and Environment webpages were redesigned to improve the functionality of the menu options. Healthy eating and smoking cessation were promoted through participation in community events such as Broomfield Days, the 9Health Fair, farmers' markets, and employee wellness events. The City and County of Broomfield was awarded the Tobacco, Education, Prevention and Cessation grant by the Colorado Department of Public Health and Environment.

Strategic Outcome – Safe Community

GOAL 2: Promote and protect the health of Broomfield's population through assessment, policy development, and educational activities.

- Identify and implement strategies for addressing priority public health issues.

Public Health Administration	Actual 2010	Actual 2011	Actual 2012	Actual 2013	Revised 2014	Projected 2015
Number of Car Seat Safety Inspections	67	77	66	77	80	83

Prior Year Accomplishments

- The Car Seat Program supported training for an additional technician to enable more families to have their car seats inspected and properly installed. This inspection helps ensure that children are protected and properly secured in restraint systems while riding in motor vehicles.
- Forty-two car seats were provided and properly installed for low-income families in the community. The car seats were funded by a grant through Broomfield Rotary. The North Metro Fire Department and the City and County of Broomfield also participated to make the event a success.

PUBLIC HEALTH NURSING

Reproductive Health provides affordable services to prevent unintended pregnancy and the spread of sexually transmitted infections through health screenings and family planning services for men and women. This program receives funding through Title X federal grants, state and local resources, and patient fees and donations.

The Immunization Program, through education, community partnerships, advocacy, outreach clinics and administration of vaccines, works to decrease vaccine-preventable illness and to ensure that children and youth in Broomfield meet the state child care and school immunization requirements.

The Travel Clinic provides consultation, health education, and immunizations to clients traveling in the United States or abroad.

The Health Care Program for Children with Special Needs (HCP) provides several levels of service for any child from birth to 21 years of age, who has been identified with special needs. The program is designed to assist families in obtaining information, referrals, and support to ensure that the family's needs are met. It supports families in reaching their highest potential.

The Helping Our families by Promoting Empowerment (HOPE) Nurse Home Visitation Program offers eligible women and families the opportunity to receive home visits from a public health nurse in order to promote healthy pregnancies, healthy children, and healthy families.

Strategic Outcome – Safe Community

GOAL 1: Promote and protect the health of diverse populations using knowledge from nursing, social, and public health sciences.

- Provide vaccinations and immunizations to children and adults.
- Provide care coordination for Children and Special Healthcare Needs (HCP) and their families.
- Decrease and prevent physical and social problems common to high-risk populations, and protect the health and well-being of families and the community through the nurse home visitation program.

Reproductive Health	Actual 2010	Actual 2011	Actual 2012	Actual 2013	Revised 2014	Projected 2015
Reproductive Health - Individuals Served	353	307	376	738	750	780
Reproductive Health - Clinic Appointments	772	481	433	539	560	600
Immunizations	**Actual 2010**	**Actual 2011**	**Actual 2012**	**Actual 2013**	**Revised 2014**	**Projected 2015**
Immunizations Clinic - Individuals Served*	789	1017	1,166	1,167	1,100	1100
Immunization Clinic - Immunizations Dispensed	1,682	1,978	2,098	1,937	2,000	2000
Travel Clinic - Individuals Served	409	493	202	586	435	443
Travel Clinic - Vaccines Dispensed	720	781	315	903	641	631

*In 2009, the response to the H1N1 outbreak resulted in higher than anticipated immunizations.

Children with Special Needs	Actual 2010	Actual 2011	Actual 2012	Actual 2013	Revised 2014	Projected 2015
Healthcare Program for Children with Special Needs (HCP)- Households Served	33	45	26	25	25	25
Healthy Communities - Individuals Served	499	530	381	197	200	200
Healthy Communities - Pregnant Individuals Served	99	105	102	41	45	50
Helping Our Families by Promoting Empowerment (HOPE) Program - Households Served	29	23	25	25	30	30
HOPE Program - Client Visits	234	166	123	123	150	150

Citizen Survey Results	Actual 2002	Actual 2004	Actual 2007	Actual 2012
Percentage of Respondents Rating the **Quality and Importance** of the following services provided by the City and County of Broomfield as "Excellent" or "Good"				
Public Health and Environment	65%	69%	72%	82%

Prior Year Accomplishments

- Reproductive Health
  - Convened an information and education committee to suggest and discuss emerging reproductive health and community health issues.
  - Increased reproductive health clinic client visits by 44%.
  - Increased visits by males from four in 2012 to 45 in 2013.
  - Presentations were made to high school students to increase knowledge and education of reproductive health.
- Immunizations
  - Provided over 200 employee flu shots for the 2013-2014 flu season, along with updating employee Tdap immunizations.
  - Reviewed over 115 immunization records for children and teens at the Back to School Immunization Event.
  - Provided flu vaccines and Tdap vaccines to participants at the Broomfield Early Childhood Summit.
  - Provided rabies vaccinations to volunteers at Greenwood Wildlife Rehabilitation Center.
  - Provided travel immunizations for 586 Broomfield residents.
- Children With Special Needs
  - In partnership with Environmental Health staff, Public Health Nursing staff assisted in reviewing approximately 800 immunization records at local daycare facilities.

- Hope Program
  - Served 21 new families in 2013; 29 families were served.
  - Referred needy children to community resources such as the Health Care Program for Children with Special Needs, Imagine!, The Giving Tree, and Child Find.
  - In partnership with the Broomfield Community Foundation, provided eight families with donations for specific needs.
- In anticipation of the Affordable Care Act, Reproductive Health Services explored increasing revenue by expanded billing of private insurance companies; staff also increased Medicaid billing.
- Public health staff provided blood pressure checks to City and County of Broomfield employees, as well as to attendees at local farmers' markets.

PUBLIC HEALTH NUTRITION SERVICES- WOMAN, INFANTS AND CHILDREN (WIC)

The Women, Infants and Children (WIC) program provides supplemental foods, nutrition counseling, and referrals to other health and social services for low-income pregnant, postpartum, and breastfeeding women; infants; and children up to age five who are at nutritional risk. This program receives funding from the United States Department of Agriculture.

Strategic Outcome - Public Assistance

GOAL 1: Safeguard the health of low-income women, infants, and children up to the age of five by providing nutritious foods to supplement their diet, quality nutrition education and care planning, referrals within the community, and support and education that assists our clients in a successful breastfeeding experience.

- Provide education and resources to parents enrolled in WIC who have overweight and/or obese children ages two to five.
- Promote “exclusive” breastfeeding as a preferred option to women enrolled in Broomfield WIC program.

Women, Infants and Children (WIC)	Actual 2010	Actual 2011	Actual 2012	Actual 2013	Revised 2014	Projected 2015
WIC - Monthly Average Number of Participants Enrolled	499	477	510	471	461	461

Prior Year Accomplishments

- Hosted the third annual Day at the Bay Event for Women, Infants, and Children (WIC) families as part of the Active Start Program.
- Implemented 48-hour appointment reminders via email (or phone for residents with no email address) resulting in an 8.1% reduction in the no-show rate from 26% to 17.9%.
- Implemented a Broomfield WIC Newsletter via email to increase the number of contacts/opportunities for nutrition education outside of the WIC office. Emails are sent to an average of 224 clients reaching about 47% of WIC clients outside of clinic appointments.
- Began participation in the Colorado State WIC Breastfeeding Peer Counselor (WIC BFPC) Texting Pilot Program. Pregnant women and breastfeeding mothers can receive mom-to-mom breastfeeding education and support by text or phone from a WIC BFPC. Because Colorado WIC does not provide funding to Broomfield for this service, these women have access to a service they wouldn't otherwise have and can receive support after-clinic hours.
- Broomfield's Holy Comforter Farmers' Market obtained grant money to provide additional fruit and vegetable benefits ($10 market bucks voucher) to Broomfield WIC participants; 74 clients were

served in August and September 2013, for a total value of $740.

- Implemented a more detailed referral system for the Colorado Quitline for WIC clients. The Quitline encourages smoking cessation, which aligns with Broomfield's CDPHE Tobacco Grant funding.

PUBLIC HEALTH PROTECTION- ENVIRONMENTAL HEALTH

The Environmental Health division prevents disease, promotes health, and protects the environment for the citizens of Broomfield through scientific risk assessments, education and outreach, inspections and monitoring activities, preparation for emergency responses, and enforcement of state environmental health regulations.

Strategic Outcome – Safe Community

GOAL 1: Provide high quality services through investigations, inspections, monitoring and enforcement, and outreach and education to ensure compliance with state and federal environmental health regulations and protect the health of the community and the environment.

- Monitor and investigate the causes of epidemic and communicable diseases affecting the public health in Broomfield.
- Enforce the requirements of the Colorado Food Protection Act in Broomfield.
- Provide critical information, perform inspections, conduct investigations, and enforce regulations pertaining to child care centers, air quality, swimming pools, sewage disposal systems, hazardous material responses, and land use.

Environmental Health	Actual 2010	Actual 2011	Actual 2012	Actual 2013	Revised 2014	Projected 2015
Number of Disease Investigations	73	138	144	132	144	144
Number of Food Protection Inspections	454	357	521	617	653	690
Number of Food Service Licenses	246	406	280	291	291	291
Number of Child Care Inspections	30	21	32	41	41	41
Number of Air Quality Inspections	28	46	22	4	25	25
Number of Swimming Pool Inspections	25	14	28	41	41	41
Sewage Disposal System Permits Issued	12	7	7	11	10	10
Number of Hazardous Materials Responses	9	6	4	4	5	5
Number of Land Use Reviews	16	16	32	31	33	34
Number of Critical Violations Cited for Retail Food Establishments (RFE)*	391	299	759	905	1000	1100
Number of Food Borne Illness Complaints Reported Each Year	16	18	3	4	5	6
Number of Critical Violations Cited for Child Care Facility*	21	7	13	22	25	25
Number of Consultations provided to Child Care Facilities on Disease Prevention	26	5	0	3	5	5
Annual Number of Water Recreation Facilities with Pathogens	5	1	0	0	0	0
Number of Water Recreation Facilities that Receive Follow-up Inspections due to Pathogens	5	1	0	0	0	0
Number of Vector Investigations	11	3	3	2	5	5

* A critical violation is one that if left uncorrected, is more likely to cause food contamination or illness. Such violations may include, but are not limited to, storing foods at improper temperatures, failure to wash hands, hand sinks not working properly, sick employees, or not following proper hygienic practices.

Prior Year Accomplishments

- Food Program
  - Retail food establishment inspections results went online; the public can now view the results online for the first time in Broomfield.
  - Fifty food establishment plan reviews were completed.
  - Implemented the new Colorado Retail Food Rules and Regulations, which became effective March 1, 2013. New regulations were entered into our database for use in electronic inspections.
  - Four owners and managers of food establishments attended training classes on new Colorado Retail Food Rules and Regulations, and 30 people attended mandatory food-handling classes for Broomfield Days.
  - Public Health and Environment staff served on the CDPHE Plan Review Team and Food Program Managers' Team. The purpose of these two teams is to gain input from local public health agencies to ensure a more uniform implementation of the Colorado Retail Food Program.
  - Updated the website to provide more information and educational resources for retail food establishments, cottage food operators, and the public.
- Child Care Centers
  - All licensed child care centers in Broomfield were inspected during 2013. This is an increase from the minimum inspection frequency of centers inspected once every two years.
  - Public Health Protection and Nursing staff performed a collaborative compliance review of child care centers' immunization records and internal procedures. This review provided child care centers with educational consultation and assistance to achieve and maintain compliance with required immunization records and documentation.
- Public Pools and Spas
  - All pools/spas were inspected twice during 2013. This is an increase from the one inspection per year minimum that had been followed in the past.
- Epidemiology and Disease Control
  - Conducted 132 communicable disease investigations in 2013.
- Emergency Preparedness
  - Public Health and Environment staff participated in a region-wide bioterrorism exercise called "Operation Spore."
  - In partnership with Public Health Nursing, an emergency two-day Tdap clinic was organized and conducted for Colorado State Patrol and Colorado Department of Transportation staff, who were first responders during the local flooding event.
  - The division received an Emergency Preparedness Response Grant of $11,800. This is an operation upgrade grant to purchase emergency equipment.

VITAL STATISTICS

The Vital Statistics division issues birth and death certificates and collects health data regarding causes of death, low birth weights, adolescent pregnancy, and other health trends that drive the need for Public Health programs. Vital Statistics is able to issue copies of birth certificates to anyone born in Colorado, regardless of the county in which they were born.

Strategic Outcome – Responsive and Fiscally Responsible Government

GOAL 1: Issue copies of birth and death certificates as requested by the public.

- Achieve 100% compliance with state regulations for issuing birth and death certificates.
  - Ensure applicants complete the minimum number of required fields on County application.
  - Use available resources and trainings to verify the validity of identification presented by applicant.

- Use birth certificates, marriage licenses, or certified court document to verify eligibility of relationship.

Vital Statistics	Actual 2010	Actual 2011	Actual 2012	Actual 2013	Revised 2014	Projected 2015
Number of Birth Certificates Issued	5,812	5,767	5,426	4,421	4,400	4,400
Number of Death Certificates Issued	1,518	1,472	1,792	1,886	1,880	1,880

Prior Year Accomplishments

- The county vital statistics offices received 100% on both performance and compliance audits conducted by the Colorado Department of Public Health and Environment, Vital Records Office. The audit measures program compliance and adherence to relevant state statutes and policies.
- The vital statistics office at 6 Garden Center served as a backup location for Boulder County while their offices were closed due to the impact of the September 2013 floods.

CORONER

Broomfield contracts with the Adams County Coroner's Office for comprehensive coroner services, which include view/inquiry, cause and manner of death, investigation of all death reports received from the Broomfield Police Department, notification of next of kin, autopsies and tests required by law, file maintenance, and disaster response.

Coroner Services	Actual 2010	Actual 2011	Actual 2012	Actual 2013	Revised 2014	Projected 2015
Number of Deaths Investigated	208	216	261	307	260	265
Number of Autopsies Conducted	14	24	39	34	30	47
Annual Cost of Coroner's Contract	$186,020	$186,000	$205,950	$297,450	$258,400	$300,000

CSU EXTENSION

Colorado State University (CSU) Extension provides research and educational information on gardening, horticulture, 4-H, and other youth programs through community outreach, training and hands-on activities.

Strategic Outcome - Leisure and Cultural Opportunities

GOAL 1: Enhance the capacity of Colorado State University Extension staff to deliver knowledge-based information to residents of Broomfield.

- Expand CSU Extension's ability to serve additional clients through the master gardener program.

CSU Extension	Actual 2010	Actual 2011	Actual 2012	Actual 2013	Revised 2014	Projected 2015
Number of Events	152	154	188	202	210	215
Number of Volunteer Hours	N/A	N/A	N/A	N/A	1,525	2,000
Number of Volunteers Trained/Certified	54	57	49	40	42	45
Total Number of Individuals Served through CSU Extension	10,348	9,896	8,142	5,773	6,000	6,125

Prior Year Accomplishments

- Created a program associate position to manage the Master Gardener volunteer program. With the addition of this position, the Master Gardener program has been able to offer an expanded number of classes within the community.
- In collaboration with the Open Space and Trails Department, held the first joint Broomfield Garden Fair: "Habitats for Wildlife and People." The event was attended by over 200 participants.
- CSU Extension staff formed a new partnership with the Glory Community, a residential facility for developmentally disabled adults. The Master Gardener volunteers assisted with the installation of several vegetable gardens at the facility and provided horticultural assistance throughout the growing season.
- The Emerald Ash Borer in Colorado presents a threat to the state's ash tree population. The Master Gardener Program Associate has participated in over 20 hours of training to provide assistance to the county's forestry and parks personnel and to educate homeowners and mitigate the loss of ash trees.

Strategic Outcome - Leisure and Cultural Opportunities

GOAL 2: Empower and encourage youth to reach their full potential by participating in 4-H programs.

- Build partnerships with local schools to offer 4-H programming during the school year.

CSU Extension	Actual 2010	Actual 2011	Actual 2012	Actual 2013	Revised 2014	Projected 2015
Number of Individuals Served through 4-H Program	7,128	6,837	4,704	4,468	4,500	4,750
Number of 4-H Members	48	44	27	27	33	35
Number of Outreach Activities conducted	N/A	N/A	N/A	33	36	40

Prior Year Accomplishments

- Hosted the first "Explore 4-H" workshop series with topics including Robotics, GPS/GIS and Community Mapping and Archery. Over 100 non-4-H members participated in these 4-H sponsored workshops and events.
- Formed a new partnership with Prospect Ridge Academy and Beautiful Savior Lutheran School and renewed our partnership with Meridian Elementary to offer in-school and after-school programming in embryology and STEM (Science, Technology, Engineering, and Mathematics) topic areas. Through these partnerships, approximately 350 educational contacts were made with non-4-H members.
- Continued partnerships with Emerald Elementary, Broomfield Academy and Birch Elementary to offer school enrichment programming in life cycles and horticulture through the embryology and mini-greenhouse projects. Through these well-established partnerships, approximately 250 educational contacts were made with non-4-H members.

SENIOR SERVICES

Broomfield Senior Services, working in partnership with the Denver Regional Council of Governments Area Agency on Aging and community volunteers, provides supportive services to adults age 60 and over residing in Broomfield. Services are designed to meet the needs of older adults and improve their quality of life. Services include transportation, information and assistance, caregiver services, support groups, educational presentations, congregate lunch program, Meals-on-Wheels, nutrition education, and special events.

Strategic Outcome – Public Assistance

GOAL 1: Improve the quality of life for Broomfield seniors, their families, and caregivers by providing information, assistance, outreach, and education.

- Identify areas where information, referrals, and assistance are needed and present service and program offerings of Senior Services.
  - Provide outreach through community events within Broomfield.
- Identify the need for education on various topics and provide workshops through collaborations with community providers.
  - Provide a minimum of 20 educational workshops by December.

Community Services	Actual 2010	Actual 2011	Actual 2012	Actual 2013	Revised 2014	Projected 2015
Community Services Revenue	$70,974	$73,404	$78,856	$75,457	$77,600	$77,600
Community Services Expenses	$127,365	$109,346	$110,661	$113,470	$113,430	$113,430
Community Services Net/(Subsidy)	**($56,391)**	**($35,943)**	**($31,806)**	**($38,013)**	**($35,830)**	**($35,830)**
Information and Referrals Made (Estimated Number of Participants)	5,725	4,299	5,267	5,712	6,000	6,000
Revenue per Participant	**$12.39**	**$17.07**	**$14.97**	**$13.21**	**$12.93**	**$12.93**
Cost per Participant	**$22.24**	**$25.44**	**$21.01**	**$19.87**	**$18.91**	**$18.91**
Number of Educational Events	$20.00	$20.00	$17.00	$25.00	$25.00	$25.00

Prior Year Accomplishments

- Senior Services participated in 13 community events to reach out to citizens. The events included the 9Health Fair, farmers' markets, "Roller Dolls," and the annual fair for seniors, caregivers and families ("Living in Balance in Broomfield"). Outreach included visits to seven senior residential facilities in Broomfield.
- In 2013, 25 workshops and ongoing classes were designed to provide education and information for Broomfield Seniors. The wide variety of topics for seniors included AARP Driver Safety, an eight-week, fall-prevention education series, an open enrollment session for Kaiser Permanente, orientation to Senior Services programs and support for new senior Broomfield residents, and monthly "Learn at Lakeshore" sessions after the congregate lunch.

Strategic Outcome – Public Assistance

GOAL 2: Raise awareness of nutrition through programs, which provide healthy, fresh, nutritious meals to Broomfield seniors.

- Provide nutrition education to Broomfield seniors.
  - Collaborate with Health and Human Services dietician to provide nutrition education at Healthy Hearts lunches twice a month.

Senior Nutrition	Actual 2010	Actual 2011	Actual 2012	Actual 2013	Revised 2014	Projected 2015
Senior Nutrition Revenue	$131,415	$126,315	$127,968	$153,550	$146,000	$146,000
Senior Nutrition Expenses	$254,804	$266,306	$266,844	$282,944	$281,000	$281,000
Senior Nutrition Net/Subsidy	**($123,389)**	**($139,991)**	**($138,876)**	**($129,394)**	**($135,000)**	**($135,000)**
Meals on Wheels Delivered	21,201	19,762	19,380	20,014	20,700	20,700
Lakeshore Congregate Lunches Served	10,523	9,636	11,301	10,909	11,000	11,000
Healthy Heart Meals Served*	1,224	1,344	1,529	1,767	1,800	1,800
Total Meals Served	**31,724**	**29,398**	**30,681**	**32,690**	**33,500**	**33,500**
Revenue per Meal	**$4.14**	**$4.50**	**$3.97**	**$4.70**	**$4.36**	**$4.36**
Cost per Meal	**$8.03**	**$8.65**	**$8.28**	**$8.66**	**$8.39**	**$8.39**

*Healthy Heart meals are included in the Meals on Wheels Delivered and Lakeshore Congregate Lunches Served. These are not above and beyond those totals.

Prior Year Accomplishments

- Senior Services served a record 1,767 Healthy Heart meals in 2013. Continued collaboration with Broomfield Public Health and Environment division to provide health presentations after the meals.

Strategic Outcome – Safe Community

GOAL 3: Provide safe and dependable transportation to elderly and disabled residents of Broomfield.

- Work with Denver Regional Council of Governments (DRCOG), Denver Regional Mobility and Access Council (DRMAC), Colorado Department of Transportation, area Local Coordinating Councils (LCC), and other metro area transportation agencies to improve availability, coordination, and effectiveness of local human service transportation.

Easy Ride Transportation	Actual 2010	Actual 2011	Actual 2012	Actual 2013	Revised 2014	Projected 2015
Easy Ride Revenue	$95,498	$95,660	$73,513	$89,825	$110,000	$110,000
Easy Ride Expenses	$140,613	$135,317	$123,028	$123,506	$202,330	$202,330
Easy Ride Net/(Subsidy)	**($45,115)**	**($39,657)**	**($49,515)**	**($33,681)**	**($92,330)**	**($92,330)**
Number of Passengers	9,524	8,334	12,791	9,049	9,300	9,300
Number of Trips Conducted	18,560	15,909	24,356	17,197	17,500	17,500
Revenue per Trip	**$5.14**	**$6.01**	**$5.75**	**$5.22**	**$6.29**	**$6.29**
Cost per Trip	**$7.57**	**$8.51**	**$5.05**	**$7.18**	**$11.56**	**$11.56**

Prior Year Accomplishments

- Through the work of Broomfield and Jefferson County Local Coordinating Councils (LCC) and Denver Regional Council of Governments (DRCOG), continued collaborative transportation services with Senior Services' Resource Center to assist with medical appointment transportation services outside of Easy Ride's business hours.
- Nutrition Services raised approximately $23,000 for Meals on Wheels during two successful fundraisers: Meals on Wheels Basket Auction and Game for Giving.
- Maintained a high level of customer services and kept quality of services intact with minimal staffing for part of the year. Client services were not impacted, and patrons continued to receive high-quality service.
- In 2013, the annual spring Wellness Fair, the annual fall Resource Fair, and the annual winter Healthy Hearts Fair were combined to create the new annual Living in Balance in Broomfield (LIBIB) event. This collaboration between Senior Services and Recreation Services proved very successful, with a record number of sponsorships from community organizations and participants.

Appendix J

2015 Annual Budget- FTE Summaries

Legislative

Division Summary		2013 Actual		2014 Original Budget		2014 Revised Budget		2015 Original Budget	
		FT	PT	FT	PT	FT	PT	FT	PT
01-11100	City Council	11.00	0.00	11.00	0.00	11.00	0.00	11.00	0.00
Total Positions		11.00	0.00	11.00	0.00	11.00	0.00	11.00	0.00

Position Detail by Division	2013 Actual		2014 Original Budget		2014 Revised Budget		2015 Original Budget	
City Council	FT	PT	FT	PT	FT	PT	FT	PT
City Council Members	10.00	0.00	10.00	0.00	10.00	0.00	10.00	0.00
Mayor	1.00	0.00	1.00	0.00	1.00	0.00	1.00	0.00
Total Positions	11.00	0.00	11.00	0.00	11.00	0.00	11.00	0.00

City and County Manager

Division Summary		2013 Actual		2014 Original Budget		2014 Revised Budget		2015 Original Budget	
		FT	PT	FT	PT	FT	PT	FT	PT
01-13100	Executive Management	6.00	0.80	6.00	0.80	6.00	0.80	6.00	0.80
01-13200	Project Administration	1.00	0.00	1.00	0.00	0.00	0.00	0.00	0.00
01-13300	Citizen's Assistance Center	0.00	0.00	0.00	0.00	5.00	0.00	5.00	0.00
Total Positions		7.00	0.80	7.00	0.80	11.00	0.80	11.00	0.80

Position Detail by Division	2013 Actual		2014 Original Budget		2014 Revised Budget		2015 Original Budget	
Executive Management	FT	PT	FT	PT	FT	PT	FT	PT
Administrative Analyst	1.00	0.00	1.00	0.00	1.00	0.00	1.00	0.00
Administrative Technician II	1.00	0.80	1.00	0.80	1.00	0.80	1.00	0.80
Assistant City and County Manager	1.00	0.00	1.00	0.00	1.00	0.00	1.00	0.00
City and County Manager	1.00	0.00	1.00	0.00	1.00	0.00	1.00	0.00
Deputy City and County Manager	1.00	0.00	1.00	0.00	1.00	0.00	1.00	0.00
Executive Assistant	1.00	0.00	1.00	0.00	1.00	0.00	1.00	0.00
Total Positions	6.00	0.80	6.00	0.80	6.00	0.80	6.00	0.80

	2013	2014	2014	2015
	2013 Actual	2014 Original Budget	2014 Revised Budget	2015 Original Budget
Project Administration				
Director of Communications/Government Affai	1.00	0.00	1.00	0.00	0.00	0.00	0.00	0.00
Total Positions	1.00	0.00	1.00	0.00	0.00	0.00	0.00	0.00

	2013 Actual		2014 Original Budget		2014 Revised Budget		2015 Original Budget	
Citizen's Assistance Center	FT	PT	FT	PT	FT	PT	FT	PT
Citizen Assistant	0.00	0.00	0.00	0.00	4.00	0.00	4.00	0.00
Citizen Assistant Supervisor	0.00	0.00	0.00	0.00	1.00	0.00	1.00	0.00
Total Positions	0.00	0.00	0.00	0.00	5.00	0.00	5.00	0.00

2015 Annual Budget- FTE Summaries

Economic Development

Division Summary		2013 Actual FT	2013 Actual PT	2014 Original Budget FT	2014 Original Budget PT	2014 Revised Budget FT	2014 Revised Budget PT	2015 Original Budget FT	2015 Original Budget PT
01-84100	Economic Development	2.00	0.00	2.00	0.00	2.00	0.00	2.00	0.00
Total Positions		2.00	0.00	2.00	0.00	2.00	0.00	2.00	0.00

Position Detail by Division Economic Development	2013 Actual FT	2013 Actual PT	2014 Original Budget FT	2014 Original Budget PT	2014 Revised Budget FT	2014 Revised Budget PT	2015 Original Budget FT	2015 Original Budget PT
Director of Economic Development	1.00	0.00	1.00	0.00	1.00	0.00	1.00	0.00
Economic Development Specialist	1.00	0.00	1.00	0.00	1.00	0.00	1.00	0.00
Total Positions	2.00	0.00	2.00	0.00	2.00	0.00	2.00	0.00

Internal Audit

Division Summary		2013 Actual FT	2013 Actual PT	2014 Original Budget FT	2014 Original Budget PT	2014 Revised Budget FT	2014 Revised Budget PT	2015 Original Budget FT	2015 Original Budget PT
01-85100	Internal Audit	1.00	0.00	1.00	0.00	1.00	0.00	1.00	0.00
Total Positions		1.00	0.00	1.00	0.00	1.00	0.00	1.00	0.00

Position Detail by Division Internal Audit	2013 Actual FT	2013 Actual PT	2014 Original Budget FT	2014 Original Budget PT	2014 Revised Budget FT	2014 Revised Budget PT	2015 Original Budget FT	2015 Original Budget PT
Manager of Performance and Internal Audit	1.00	0.00	1.00	0.00	1.00	0.00	1.00	0.00
Total Positions	1.00	0.00	1.00	0.00	1.00	0.00	1.00	0.00

Clerk and Recorder

Division Summary		2013 Actual FT	2013 Actual PT	2014 Original Budget FT	2014 Original Budget PT	2014 Revised Budget FT	2014 Revised Budget PT	2015 Original Budget FT	2015 Original Budget PT
01-14100	City Clerk	3.00	1.60	3.00	1.60	3.00	1.60	3.00	1.60
02-14100	Administration	1.00	0.00	1.00	0.00	1.00	0.00	1.00	0.00
02-14200	Elections	2.00	0.00	2.00	0.00	3.00	0.00	3.00	0.00
02-14300	Motor Vehicle	7.00	0.00	7.00	0.00	7.00	0.00	7.00	0.00
02-14500	Central Records Office	4.00	0.80	4.00	0.80	0.00	0.00	0.00	0.00
02-14600	Recorder	0.00	0.00	0.00	0.00	2.00	0.00	2.00	0.00
Total Positions		17.00	2.40	17.00	2.40	16.00	1.60	16.00	1.60

Position Detail by Division City Clerk	2013 Actual FT	2013 Actual PT	2014 Original Budget FT	2014 Original Budget PT	2014 Revised Budget FT	2014 Revised Budget PT	2015 Original Budget FT	2015 Original Budget PT
Administrative Analyst	1.00	0.00	1.00	0.00	1.00	0.00	1.00	0.00
Administrative Technician I	0.00	1.60	0.00	1.60	0.00	1.60	0.00	1.60
Records and License Administrator	1.00	0.00	1.00	0.00	1.00	0.00	1.00	0.00
Records and License Specialist	1.00	0.00	1.00	0.00	1.00	0.00	1.00	0.00
Total Positions	3.00	1.60	3.00	1.60	3.00	1.60	3.00	1.60

Clerk and Recorder - Administration	2013 Actual FT	2013 Actual PT	2014 Original Budget FT	2014 Original Budget PT	2014 Revised Budget FT	2014 Revised Budget PT	2015 Original Budget FT	2015 Original Budget PT
City and County Clerk	1.00	0.00	1.00	0.00	1.00	0.00	1.00	0.00
Total Positions	1.00	0.00	1.00	0.00	1.00	0.00	1.00	0.00

2015 Annual Budget- FTE Summaries

Elections	2013 Actual FT	2013 Actual PT	2014 Original Budget FT	2014 Original Budget PT	2014 Revised Budget FT	2014 Revised Budget PT	2015 Original Budget FT	2015 Original Budget PT
Elections Technician II	1.00	0.00	1.00	0.00	2.00	0.00	2.00	0.00
Elections Administrator	1.00	0.00	1.00	0.00	0.00	0.00	0.00	0.00
Elections Management Analyst	0.00	0.00	0.00	0.00	1.00	0.00	1.00	0.00
Total Positions	2.00	0.00	2.00	0.00	3.00	0.00	3.00	0.00

Motor Vehicle	2013 Actual FT	2013 Actual PT	2014 Original Budget FT	2014 Original Budget PT	2014 Revised Budget FT	2014 Revised Budget PT	2015 Original Budget FT	2015 Original Budget PT
Motor Vehicle Title/Registration Specialist	6.00	0.00	6.00	0.00	6.00	0.00	6.00	0.00
Motor Vehicle Title/Registration Administrator	1.00	0.00	1.00	0.00	1.00	0.00	1.00	0.00
Total Positions	7.00	0.00	7.00	0.00	7.00	0.00	7.00	0.00

Central Records Office	2013 Actual FT	2013 Actual PT	2014 Original Budget FT	2014 Original Budget PT	2014 Revised Budget FT	2014 Revised Budget PT	2015 Original Budget FT	2015 Original Budget PT
Central Records Office Administrator	1.00	0.00	1.00	0.00	0.00	0.00	0.00	0.00
Central Records Technician I	3.00	0.80	3.00	0.80	0.00	0.00	0.00	0.00
Total Positions	4.00	0.80	4.00	0.80	0.00	0.00	0.00	0.00

Recorder	2013 Actual FT	2013 Actual PT	2014 Original Budget FT	2014 Original Budget PT	2014 Revised Budget FT	2014 Revised Budget PT	2015 Original Budget FT	2015 Original Budget PT
Recorder Administrator	0.00	0.00	0.00	0.00	1.00	0.00	1.00	0.00
Records Specialist	0.00	0.00	0.00	0.00	1.00	0.00	1.00	0.00
Total Positions	0.00	0.00	0.00	0.00	2.00	0.00	2.00	0.00

City and County Attorney

Division Summary		2013 Actual FT	2013 Actual PT	2014 Original Budget FT	2014 Original Budget PT	2014 Revised Budget FT	2014 Revised Budget PT	2015 Original Budget FT	2015 Original Budget PT
01-12100	City Attorney	3.15	0.00	3.15	0.00	3.15	0.00	3.15	0.00
02-12100	County Attorney	1.20	0.00	1.20	0.00	1.20	0.00	1.20	0.00
Total Positions		4.35	0.00	4.35	0.00	4.35	0.00	4.35	0.00

Position Detail by Division

City Attorney	2013 Actual FT	2013 Actual PT	2014 Original Budget FT	2014 Original Budget PT	2014 Revised Budget FT	2014 Revised Budget PT	2015 Original Budget FT	2015 Original Budget PT
Legal Administrative Assistant	1.00	0.00	1.00	0.00	1.00	0.00	1.00	0.00
Attorney	1.00	0.00	1.00	0.00	1.00	0.00	1.00	0.00
City and County Attorney	0.80	0.00	0.80	0.00	0.80	0.00	0.80	0.00
Deputy City and County Attorney	0.35	0.00	0.35	0.00	0.35	0.00	0.35	0.00
Total Positions	3.15	0.00	3.15	0.00	3.15	0.00	3.15	0.00

County Attorney	2013 Actual FT	2013 Actual PT	2014 Original Budget FT	2014 Original Budget PT	2014 Revised Budget FT	2014 Revised Budget PT	2015 Original Budget FT	2015 Original Budget PT
Attorney	0.35	0.00	0.35	0.00	0.35	0.00	0.35	0.00
City and County Attorney	0.20	0.00	0.20	0.00	0.20	0.00	0.20	0.00
Deputy City and County Attorney	0.65	0.00	0.65	0.00	0.65	0.00	0.65	0.00
Total Positions	1.20	0.00	1.20	0.00	1.20	0.00	1.20	0.00

Communications and Governmental Affairs

	2013	2014	2014	2015

2015 Annual Budget- FTE Summaries

Division Summary

		Actual FT	Actual PT	Original Budget FT	Original Budget PT	Revised Budget FT	Revised Budget PT	Original Budget FT	Original Budget PT
01-17100	Communications	3.00	0.00	3.00	0.00	5.00	0.00	5.00	0.00
01-17200	Citizen's Assistance Center	3.00	0.00	3.00	0.00	0.00	0.00	0.00	0.00
Total Positions		6.00	0.00	6.00	0.00	5.00	0.00	5.00	0.00

Position Detail by Division

Communications	2013 Actual FT	2013 Actual PT	2014 Original Budget FT	2014 Original Budget PT	2014 Revised Budget FT	2014 Revised Budget PT	2015 Original Budget FT	2015 Original Budget PT
Director of Communications/Government Affai	0.00	0.00	0.00	0.00	1.00	0.00	1.00	0.00
Director of Public Information	1.00	0.00	1.00	0.00	0.00	0.00	0.00	0.00
Engagement Manager	0.00	0.00	0.00	0.00	1.00	0.00	1.00	0.00
Engagement Specialist	0.00	0.00	0.00	0.00	1.00	0.00	1.00	0.00
Engagement Specialist SR	0.00	0.00	0.00	0.00	1.00	0.00	1.00	0.00
Engagement Technician	0.00	0.00	0.00	0.00	1.00	0.00	1.00	0.00
Manager of Video Production	1.00	0.00	1.00	0.00	0.00	0.00	0.00	0.00
Manager of Web-Based Communications	1.00	0.00	1.00	0.00	0.00	0.00	0.00	0.00
Total Positions	3.00	0.00	3.00	0.00	5.00	0.00	5.00	0.00

Citizen's Assistance Center	2013 Actual FT	2013 Actual PT	2014 Original Budget FT	2014 Original Budget PT	2014 Revised Budget FT	2014 Revised Budget PT	2015 Original Budget FT	2015 Original Budget PT
Citizen Assistant	3.00	0.00	3.00	0.00	0.00	0.00	0.00	0.00
Total Positions	3.00	0.00	3.00	0.00	0.00	0.00	0.00	0.00

Human Resources

Division Summary

		2013 Actual FT	2013 Actual PT	2014 Original Budget FT	2014 Original Budget PT	2014 Revised Budget FT	2014 Revised Budget PT	2015 Original Budget FT	2015 Original Budget PT
01-16100	Human Resources	5.00	1.92	5.00	1.92	6.00	0.92	6.00	0.92
Total Positions		5.00	1.92	5.00	1.92	6.00	0.92	6.00	0.92

Position Detail by Division

Human Resources	2013 Actual FT	2013 Actual PT	2014 Original Budget FT	2014 Original Budget PT	2014 Revised Budget FT	2014 Revised Budget PT	2015 Original Budget FT	2015 Original Budget PT
Administrative Clerk	0.00	0.40	0.00	0.40	0.00	0.20	0.00	0.20
Director of Human Resources	1.00	0.00	1.00	0.00	1.00	0.00	1.00	0.00
Benefits Administrator	1.00	0.00	1.00	0.00	1.00	0.00	1.00	0.00
Benefits Coordinator	1.00	0.00	1.00	0.00	1.00	0.00	1.00	0.00
Benefits Technician	0.00	0.80	0.00	0.80	1.00	0.00	1.00	0.00
Human Resources Technician I	0.00	0.72	0.00	0.72	0.00	0.72	0.00	0.72
Senior Human Resources Analyst	2.00	0.00	2.00	0.00	2.00	0.00	2.00	0.00
Total Positions	5.00	1.92	5.00	1.92	6.00	0.92	6.00	0.92

Combined Courts

Division Summary

		2013 Actual FT	2013 Actual PT	2014 Original Budget FT	2014 Original Budget PT	2014 Revised Budget FT	2014 Revised Budget PT	2015 Original Budget FT	2015 Original Budget PT
01-15100	Municipal Court	4.00	0.65	4.00	0.65	4.00	0.65	4.00	0.65
Total Positions		4.00	0.65	4.00	0.65	4.00	0.65	4.00	0.65

2015 Annual Budget- FTE Summaries

Position Detail by Division

Municipal Court	2013 Actual FT	2013 Actual PT	2014 Original Budget FT	2014 Original Budget PT	2014 Revised Budget FT	2014 Revised Budget PT	2015 Original Budget FT	2015 Original Budget PT
Court Administrator	1.00	0.00	1.00	0.00	1.00	0.00	1.00	0.00
Deputy Court Clerk	3.00	0.00	3.00	0.00	3.00	0.00	3.00	0.00
Deputy Municipal Judge	0.00	0.05	0.00	0.05	0.00	0.05	0.00	0.05
Municipal Judge	0.00	0.60	0.00	0.60	0.00	0.60	0.00	0.60
Total Positions	4.00	0.65	4.00	0.65	4.00	0.65	4.00	0.65

Assessor

Division Summary

		2013 Actual FT	2013 Actual PT	2014 Original Budget FT	2014 Original Budget PT	2014 Revised Budget FT	2014 Revised Budget PT	2015 Original Budget FT	2015 Original Budget PT
02-50700	Assessor	8.00	0.00	8.00	0.00	8.00	0.00	9.00	0.00
Total Positions		8.00	0.00	8.00	0.00	8.00	0.00	9.00	0.00

Position Detail by Division

Assessor	2013 Actual FT	2013 Actual PT	2014 Original Budget FT	2014 Original Budget PT	2014 Revised Budget FT	2014 Revised Budget PT	2015 Original Budget FT	2015 Original Budget PT
Appraiser	3.00	0.00	3.00	0.00	3.00	0.00	4.00	0.00
Assessment Administrator	1.00	0.00	1.00	0.00	1.00	0.00	1.00	0.00
Assessor	1.00	0.00	1.00	0.00	1.00	0.00	1.00	0.00
Commercial Appraiser	1.00	0.00	1.00	0.00	1.00	0.00	1.00	0.00
Personal Property Appraiser	1.00	0.00	1.00	0.00	1.00	0.00	1.00	0.00
Property Transfer Technician	1.00	0.00	1.00	0.00	1.00	0.00	1.00	0.00
Total Positions	8.00	0.00	8.00	0.00	8.00	0.00	9.00	0.00

Finance

Division Summary

		2013 Actual FT	2013 Actual PT	2014 Original Budget FT	2014 Original Budget PT	2014 Revised Budget FT	2014 Revised Budget PT	2015 Original Budget FT	2015 Original Budget PT
01-50100	Fiscal Services	11.00	1.46	11.00	1.46	11.00	1.46	11.40	2.06
01-50200	Budget & Compliance	3.00	1.23	3.00	1.30	3.00	1.30	3.60	0.70
01-50300	Risk Management	0.35	0.00	1.35	0.00	1.35	0.00	1.35	0.00
01-50400	Purchasing	1.65	0.64	1.65	0.64	1.65	0.64	1.65	0.64
01-50500	Revenue Management-City	2.00	0.00	2.00	0.00	2.00	0.00	2.00	0.00
02-50500	Revenue Management-County	4.00	0.00	4.00	0.00	4.00	0.00	4.00	0.00
40-50600	Utility Billing-Water	3.00	1.35	3.00	1.35	3.00	1.35	3.00	1.35
45-50600	Utility Billing-Sewer	1.00	0.45	1.00	0.45	1.00	0.45	1.00	0.45
Total Positions		26.00	5.13	27.00	5.20	27.00	5.20	28.00	5.20

Position Detail by Division

Fiscal Services	2013 Actual FT	2013 Actual PT	2014 Original Budget FT	2014 Original Budget PT	2014 Revised Budget FT	2014 Revised Budget PT	2015 Original Budget FT	2015 Original Budget PT
Accounting Clerk	0.00	0.60	0.00	0.50	0.00	0.00	0.00	0.80
Accounting Manager	1.00	0.00	1.00	0.00	1.00	0.00	1.00	0.00
Accounting Technician	3.00	0.66	3.00	0.76	3.00	1.26	3.00	1.26
Administrative Tech II	0.00	0.20	0.00	0.20	0.00	0.20	0.40	0.00
Director of Finance	1.00	0.00	1.00	0.00	1.00	0.00	1.00	0.00
Finance Manager	1.00	0.00	1.00	0.00	1.00	0.00	1.00	0.00
Payroll Specialist	1.00	0.00	1.00	0.00	1.00	0.00	1.00	0.00
Senior Accountant	4.00	0.00	4.00	0.00	4.00	0.00	4.00	0.00
Total Positions	11.00	1.46	11.00	1.46	11.00	1.46	11.40	2.06

2015 Annual Budget- FTE Summaries

	2013 Actual		2014 Original Budget		2014 Revised Budget		2015 Original Budget	
Budget	FT	PT	FT	PT	FT	PT	FT	PT
Administrative Technician II	0.00	0.60	0.00	0.60	0.00	0.60	0.60	0.00
Budget Manager	1.00	0.00	1.00	0.00	1.00	0.00	1.00	0.00
Grant Coordinator	0.00	0.63	0.00	0.70	0.00	0.70	0.00	0.70
Senior Budget and Financial Analyst	2.00	0.00	2.00	0.00	2.00	0.00	2.00	0.00
Total Positions	3.00	1.23	3.00	1.30	3.00	1.30	3.60	0.70

	2013 Actual		2014 Original Budget		2014 Revised Budget		2015 Original Budget	
Risk Management	FT	PT	FT	PT	FT	PT	FT	PT
Purchasing/Risk Management Specialist	0.35	0.00	0.35	0.00	0.35	0.00	0.35	0.00
Risk Manager	0.00	0.00	1.00	0.00	1.00	0.00	1.00	0.00
Total Positions	0.35	0.00	1.35	0.00	1.35	0.00	1.35	0.00

	2013 Actual		2014 Original Budget		2014 Revised Budget		2015 Original Budget	
Purchasing	FT	PT	FT	PT	FT	PT	FT	PT
Accounting Technician	0.00	0.64	0.00	0.64	0.00	0.64	0.00	0.64
Purchasing Manager	1.00	0.00	1.00	0.00	1.00	0.00	1.00	0.00
Purchasing/Risk Management Specialist	0.65	0.00	0.65	0.00	0.65	0.00	0.65	0.00
Total Positions	1.65	0.64	1.65	0.64	1.65	0.64	1.65	0.64

	2013 Actual		2014 Original Budget		2014 Revised Budget		2015 Original Budget	
Revenue Management- City	FT	PT	FT	PT	FT	PT	FT	PT
Sales Tax Administrator	1.00	0.00	1.00	0.00	1.00	0.00	1.00	0.00
Sales Tax Technician	1.00	0.00	1.00	0.00	1.00	0.00	1.00	0.00
Total Positions	2.00	0.00	2.00	0.00	2.00	0.00	2.00	0.00

	2013 Actual		2014 Original Budget		2014 Revised Budget		2015 Original Budget	
Revenue Management- County	FT	PT	FT	PT	FT	PT	FT	PT
Audit and Compliance Officer	1.00	0.00	1.00	0.00	1.00	0.00	1.00	0.00
Property Tax Administrator	1.00	0.00	1.00	0.00	1.00	0.00	1.00	0.00
Public Trustee Administrator	1.00	0.00	1.00	0.00	1.00	0.00	1.00	0.00
Revenue Manager	1.00	0.00	1.00	0.00	1.00	0.00	1.00	0.00
Total Positions	4.00	0.00	4.00	0.00	4.00	0.00	4.00	0.00

	2013 Actual		2014 Original Budget		2014 Revised Budget		2015 Original Budget	
Utility Billing- Water	FT	PT	FT	PT	FT	PT	FT	PT
Billing and Accounts Administrator	0.75	0.00	0.75	0.00	0.75	0.00	0.75	0.00
Lead Water Meter Reader	0.75	0.00	0.75	0.00	0.75	0.00	0.75	0.00
Revenue Technician	1.50	0.60	1.50	0.60	1.50	0.60	1.50	0.60
Water Meter Reader Worker	0.00	0.75	0.00	0.75	0.00	0.75	0.00	0.75
Total Positions	3.00	1.35	3.00	1.35	3.00	1.35	3.00	1.35

2015 Annual Budget- FTE Summaries

Utility Billing- Sewer	2013 Actual FT	2013 Actual PT	2014 Original Budget FT	2014 Original Budget PT	2014 Revised Budget FT	2014 Revised Budget PT	2015 Original Budget FT	2015 Original Budget PT
Billing and Accounts Administrator	0.25	0.00	0.25	0.00	0.25	0.00	0.25	0.00
Lead Water Meter Reader	0.25	0.00	0.25	0.00	0.25	0.00	0.25	0.00
Revenue Technician	0.50	0.20	0.50	0.20	0.50	0.20	0.50	0.20
Water Meter Reader Worker	0.00	0.25	0.00	0.25	0.00	0.25	0.00	0.25
Total Positions	1.00	0.45	1.00	0.45	1.00	0.45	1.00	0.45

Information Technology

Division Summary

		2013 Actual FT	2013 Actual PT	2014 Original Budget FT	2014 Original Budget PT	2014 Revised Budget FT	2014 Revised Budget PT	2015 Original Budget FT	2015 Original Budget PT
01-18100	IT- Applications	5.66	0.00	5.66	0.00	5.66	0.50	6.66	0.50
01-18200	IT- Client Services	3.66	0.00	3.66	0.00	3.66	0.00	3.66	0.00
01-18300	IT- Operations	5.68	0.00	5.68	0.00	5.68	0.00	5.68	0.00
01-18400	IT - Telecommunications	1.00	0.00	1.00	0.00	1.00	0.00	1.00	0.00
01-18500	IT - GIS	2.00	0.00	2.00	0.00	2.00	0.00	2.00	0.00
Total Positions		18.00	0.00	18.00	0.00	18.00	0.50	19.00	0.50

Position Detail by Division

IT Applications	2013 Actual FT	2013 Actual PT	2014 Original Budget FT	2014 Original Budget PT	2014 Revised Budget FT	2014 Revised Budget PT	2015 Original Budget FT	2015 Original Budget PT
Administrative Analyst	0.33	0.00	0.33	0.00	0.33	0.50	0.33	0.50
Application Support Administrator	1.00	0.00	1.00	0.00	1.00	0.00	1.00	0.00
Business Systems Analyst	1.00	0.00	1.00	0.00	1.00	0.00	1.00	0.00
Director of Information Technology	0.33	0.00	0.33	0.00	0.33	0.00	0.33	0.00
Programmer/Analyst	2.00	0.00	2.00	0.00	2.00	0.00	2.00	0.00
Project Manager	0.00	0.00	0.00	0.00	0.00	0.00	1.00	0.00
Senior Programmer/Analyst	1.00	0.00	1.00	0.00	1.00	0.00	1.00	0.00
Total Positions	5.66	0.00	5.66	0.00	5.66	0.50	6.66	0.50

IT Client Services	2013 Actual FT	2013 Actual PT	2014 Original Budget FT	2014 Original Budget PT	2014 Revised Budget FT	2014 Revised Budget PT	2015 Original Budget FT	2015 Original Budget PT
Administrative Analyst	0.33	0.00	0.33	0.00	0.33	0.00	0.33	0.00
Director of Information Technology	0.33	0.00	0.33	0.00	0.33	0.00	0.33	0.00
Help Desk Technician	2.00	0.00	2.00	0.00	2.00	0.00	2.00	0.00
Lead Help Desk Technician	1.00	0.00	1.00	0.00	1.00	0.00	1.00	0.00
Total Positions	3.66	0.00	3.66	0.00	3.66	0.00	3.66	0.00

IT Operations	2013 Actual FT	2013 Actual PT	2014 Original Budget FT	2014 Original Budget PT	2014 Revised Budget FT	2014 Revised Budget PT	2015 Original Budget FT	2015 Original Budget PT
Administrative Analyst	0.34	0.00	0.34	0.00	0.34	0.00	0.34	0.00
Director of Information Technology	0.34	0.00	0.34	0.00	0.34	0.00	0.34	0.00
Manager of Operations and Client Services	1.00	0.00	1.00	0.00	1.00	0.00	1.00	0.00
Senior Systems Engineer	1.00	0.00	1.00	0.00	1.00	0.00	1.00	0.00
Systems Administrator/Linux	1.00	0.00	1.00	0.00	1.00	0.00	1.00	0.00
Systems Engineer	2.00	0.00	2.00	0.00	2.00	0.00	2.00	0.00
Total Positions	5.68	0.00	5.68	0.00	5.68	0.00	5.68	0.00

2015 Annual Budget- FTE Summaries

IT GIS	2013 Actual FT	2013 Actual PT	2014 Original Budget FT	2014 Original Budget PT	2014 Revised Budget FT	2014 Revised Budget PT	2015 Original Budget FT	2015 Original Budget PT
GIS Data Administrator	1.00	0.00	1.00	0.00	1.00	0.00	1.00	0.00
GIS and Application Services Manager	1.00	0.00	1.00	0.00	1.00	0.00	1.00	0.00
Total Positions	2.00	0.00	2.00	0.00	2.00	0.00	2.00	0.00

IT Telecommunications	2013 Actual FT	2013 Actual PT	2014 Original Budget FT	2014 Original Budget PT	2014 Revised Budget FT	2014 Revised Budget PT	2015 Original Budget FT	2015 Original Budget PT
Telecommunications Administrator	1.00	0.00	1.00	0.00	1.00	0.00	1.00	0.00
Total Positions	1.00	0.00	1.00	0.00	1.00	0.00	1.00	0.00

Community Development

Division Summary

		2013 Actual FT	2013 Actual PT	2014 Original Budget FT	2014 Original Budget PT	2014 Revised Budget FT	2014 Revised Budget PT	2015 Original Budget FT	2015 Original Budget PT
01-19100	Administration - Com. Dev.	3.00	0.50	3.00	0.50	3.00	0.50	3.00	0.63
01-19200	Planning	5.30	0.80	5.50	0.80	5.50	0.80	5.50	0.80
01-19300	Engineering	6.70	2.00	6.50	2.00	7.50	2.00	7.50	2.12
01-19400	Building Inspections	12.00	0.00	12.00	0.00	10.00	0.00	10.00	0.00
01-19600	GIS - City	2.50	0.00	2.50	0.00	2.50	0.00	2.50	0.00
02-19600	GIS - County	2.00	0.00	2.00	0.00	2.00	0.00	2.00	0.00
01-19700	Code Compliance	4.00	0.00	4.00	0.00	4.00	0.00	4.00	0.00
01-19800	Capital Improvements Admin.	4.50	1.40	5.50	1.40	5.50	1.40	5.50	1.40
Total Positions		40.00	4.70	41.00	4.70	40.00	4.70	40.00	4.95

Position Detail by Division

Community Development Admin	2013 Actual FT	2013 Actual PT	2014 Original Budget FT	2014 Original Budget PT	2014 Revised Budget FT	2014 Revised Budget PT	2015 Original Budget FT	2015 Original Budget PT
Administrative Analyst	1.00	0.00	1.00	0.00	0.00	0.00	0.00	0.00
Administrative Support Supervisor	0.00	0.00	0.00	0.00	1.00	0.00	1.00	0.00
Administrative Technician II	0.00	0.50	0.00	0.50	0.00	0.50	0.00	0.63
Director of Community Development	1.00	0.00	1.00	0.00	1.00	0.00	1.00	0.00
Transportation Manager	1.00	0.00	1.00	0.00	1.00	0.00	1.00	0.00
Total Positions	3.00	0.50	3.00	0.50	3.00	0.50	3.00	0.63

Planning	2013 Actual FT	2013 Actual PT	2014 Original Budget FT	2014 Original Budget PT	2014 Revised Budget FT	2014 Revised Budget PT	2015 Original Budget FT	2015 Original Budget PT
Administrative Technician I	0.30	0.00	0.50	0.00	0.50	0.00	0.50	0.00
Administrative Technician II	1.00	0.00	1.00	0.00	1.00	0.00	1.00	0.00
Director of Planning	1.00	0.00	1.00	0.00	1.00	0.00	1.00	0.00
Principal Planner	0.00	0.80	1.00	0.80	1.00	0.80	1.00	0.80
Senior Planner	3.00	0.00	2.00	0.00	2.00	0.00	2.00	0.00
Total Positions	5.30	0.80	5.50	0.80	5.50	0.80	5.50	0.80

Engineering	2013 Actual FT	2013 Actual PT	2014 Original Budget FT	2014 Original Budget PT	2014 Revised Budget FT	2014 Revised Budget PT	2015 Original Budget FT	2015 Original Budget PT
Administrative Technician I	0.70	0.50	0.50	0.50	0.50	0.50	0.50	0.62
Administrative Technician II	1.00	0.00	1.00	0.00	1.00	0.00	1.00	0.00
Civil Engineer (PE)	2.00	0.70	2.00	0.70	2.00	0.70	2.00	0.70
Construction Inspector	1.00	0.00	1.00	0.00	1.00	0.00	1.00	0.00
Construction Inspector - Limited Appt	0.00	0.00	0.00	0.00	1.00	0.00	1.00	0.00
Construction Inspection Supervisor	1.00	0.00	1.00	0.00	1.00	0.00	1.00	0.00

2015 Annual Budget- FTE Summaries

Traffic Engineer	1.00	0.00	1.00	0.00	1.00	0.00	1.00	0.00
Traffic Engineering Technician	0.00	0.80	0.00	0.80	0.00	0.80	0.00	0.80
Total Positions	6.70	2.00	6.50	2.00	7.50	2.00	7.50	2.12

	2013 Actual		2014 Original Budget		2014 Revised Budget		2015 Original Budget	
Building	FT	PT	FT	PT	FT	PT	FT	PT
Chief Building Official	1.00	0.00	1.00	0.00	1.00	0.00	1.00	0.00
Combination Inspector I	1.00	0.00	1.00	0.00	1.00	0.00	1.00	0.00
Combination Inspector II	2.00	0.00	2.00	0.00	1.00	0.00	1.00	0.00
Combination Inspector III	1.00	0.00	1.00	0.00	2.00	0.00	2.00	0.00
Combination Inspector III- Limited Appt	2.00	0.00	2.00	0.00	0.00	0.00	0.00	0.00
Permit Technician	1.00	0.00	1.00	0.00	1.00	0.00	1.00	0.00
Permit Technician II	1.00	0.00	1.00	0.00	1.00	0.00	1.00	0.00
Plans Analyst	2.00	0.00	2.00	0.00	2.00	0.00	2.00	0.00
Senior Plans Analyst	1.00	0.00	1.00	0.00	1.00	0.00	1.00	0.00
Total Positions	12.00	0.00	12.00	0.00	10.00	0.00	10.00	0.00

	2013 Actual		2014 Original Budget		2014 Revised Budget		2015 Original Budget	
GIS- City	FT	PT	FT	PT	FT	PT	FT	PT
Administrative Technician II	0.50	0.00	0.50	0.00	0.50	0.00	0.50	0.00
GIS Coordinator	1.00	0.00	1.00	0.00	1.00	0.00	1.00	0.00
GIS Specialist	1.00	0.00	1.00	0.00	1.00	0.00	1.00	0.00
Total Positions	2.50	0.00	2.50	0.00	2.50	0.00	2.50	0.00

	2013 Actual		2014 Original Budget		2014 Revised Budget		2015 Original Budget	
GIS- County	FT	PT	FT	PT	FT	PT	FT	PT
GIS Specialist	1.00	0.00	1.00	0.00	1.00	0.00	1.00	0.00
GIS Technician	1.00	0.00	1.00	0.00	1.00	0.00	1.00	0.00
Total Positions	2.00	0.00	2.00	0.00	2.00	0.00	2.00	0.00

	2013 Actual		2014 Original Budget		2014 Revised Budget		2015 Original Budget	
Capital Improvements Administration	FT	PT	FT	PT	FT	PT	FT	PT
Administrative Technician II	0.50	0.00	0.50	0.00	0.50	0.00	0.50	0.00
City and County Engineer	1.00	0.00	1.00	0.00	1.00	0.00	1.00	0.00
CIP Field Manager	1.00	0.00	1.00	0.00	1.00	0.00	1.00	0.00
CIP Project Manager	1.00	1.20	2.00	1.40	2.00	1.40	2.00	1.40
CIP Project Manager- Limited Appt.	1.00	0.20	1.00	0.00	1.00	0.00	1.00	0.00
Total Positions	4.50	1.40	5.50	1.40	5.50	1.40	5.50	1.40

	2013 Actual		2014 Original Budget		2014 Revised Budget		2015 Original Budget	
Code Compliance	FT	PT	FT	PT	FT	PT	FT	PT
Code Compliance Manager	1.00	0.00	1.00	0.00	1.00	0.00	1.00	0.00
Code Compliance Officer	3.00	0.00	3.00	0.00	3.00	0.00	3.00	0.00
Total Positions	4.00	0.00	4.00	0.00	4.00	0.00	4.00	0.00

2015 Annual Budget- FTE Summaries

Housing Authority

Division Summary

		2013 Actual		2014 Original Budget		2014 Revised Budget		2015 Original Budget	
		FT	PT	FT	PT	FT	PT	FT	PT
65-83100	Housing Authority	1.00	0.00	1.00	0.00	1.00	0.00	1.00	0.00
Total Positions		1.00	0.00	1.00	0.00	1.00	0.00	1.00	0.00

Position Detail by Division

	2013 Actual		2014 Original Budget		2014 Revised Budget		2015 Original Budget	
Housing Authority	FT	PT	FT	PT	FT	PT	FT	PT
Housing Program Manager	1.00	0.00	1.00	0.00	1.00	0.00	1.00	0.00
Total Positions	1.00	0.00	1.00	0.00	1.00	0.00	1.00	0.00

Police

Division Summary

		2013 Actual		2014 Original Budget		2014 Revised Budget		2015 Original Budget	
		FT	PT	FT	PT	FT	PT	FT	PT
01-21100	Administration - Police	6.00	0.80	6.00	0.80	6.00	0.80	6.00	0.80
01-22200	Investigations	18.00	0.00	18.00	0.00	18.00	0.00	18.00	0.00
01-22300	Patrol	56.00	1.55	55.00	1.55	54.00	1.55	55.00	1.55
02-23400	Training Unit	6.00	0.00	6.00	0.00	6.00	0.00	6.00	0.00
01-23700	Records and Communications	17.00	0.00	17.00	0.00	17.00	0.00	17.00	0.00
01-22500	Special Operations	5.00	0.00	5.00	0.00	5.00	0.00	5.00	0.00
01-22700	Traffic Unit	9.00	0.00	9.00	0.00	9.00	0.00	9.00	0.00
01-23800	Communications - N. Metro Fire	6.00	0.00	6.00	0.00	6.00	0.00	6.00	0.00
01-22800	FlatIron Services Unit	3.00	0.00	3.00	0.00	4.00	0.00	4.00	0.00
01-22600	Northwest Parkway Unit	2.00	0.00	2.00	0.00	2.00	0.00	2.00	0.00
01-21200	North Metro Task Force	4.00	0.00	4.00	0.00	4.00	0.00	4.00	0.00
01-22400	Animal Control Unit	3.00	0.00	3.00	0.00	3.00	0.00	3.00	0.00
01-24200	Event Center	1.00	0.00	1.00	0.00	1.00	0.00	1.00	0.00
02-23100	Detention Administration	7.00	0.00	7.00	0.00	7.00	0.00	7.00	0.00
02-23300	Detention Operations	34.00	0.00	35.00	0.00	35.00	0.00	35.00	0.00
02-22900	Court Security	7.00	0.00	7.00	0.00	7.00	0.00	7.00	0.00
02-23200	Transport Unit	4.00	0.00	4.00	0.00	4.00	0.00	4.00	0.00
02-23900	Building Maintenance	1.00	0.00	1.00	0.00	1.00	0.00	1.00	0.00
02-23500	Emergency Management	2.00	0.00	2.00	0.00	2.00	0.00	2.00	0.00
02-22100	Civil Process	4.00	0.00	4.00	0.00	4.00	0.00	4.00	0.00
02-24100	Property/Evidence	3.00	0.00	3.00	0.00	3.00	0.00	3.00	0.00
Total Positions		198.00	2.35	198.00	2.35	198.00	2.35	199.00	2.35

Position Detail by Division

	2013 Actual		2014 Original Budget		2014 Revised Budget		2015 Original Budget	
Police Administration	FT	PT	FT	PT	FT	PT	FT	PT
Administrative Analyst	1.00	0.00	1.00	0.00	1.00	0.00	1.00	0.00
Administrative Coordinator	1.00	0.00	1.00	0.00	1.00	0.00	1.00	0.00
Administrative Technician I	1.00	0.80	1.00	0.80	1.00	0.80	1.00	0.80
Chief of Police	1.00	0.00	1.00	0.00	1.00	0.00	1.00	0.00
Deputy Chief of Police	2.00	0.00	2.00	0.00	2.00	0.00	2.00	0.00
Total Positions	6.00	0.80	6.00	0.80	6.00	0.80	6.00	0.80

2015 Annual Budget- FTE Summaries

Investigations	2013 Actual FT	2013 Actual PT	2014 Original Budget FT	2014 Original Budget PT	2014 Revised Budget FT	2014 Revised Budget PT	2015 Original Budget FT	2015 Original Budget PT
Administrative Technician II	1.00	0.00	1.00	0.00	1.00	0.00	1.00	0.00
Criminalist	1.00	0.00	1.00	0.00	1.00	0.00	1.00	0.00
Crime Scene Investigator	1.00	0.00	1.00	0.00	1.00	0.00	1.00	0.00
Police Commander	1.00	0.00	1.00	0.00	1.00	0.00	1.00	0.00
Police Officer	10.00	0.00	10.00	0.00	10.00	0.00	10.00	0.00
Police Sergeant	2.00	0.00	2.00	0.00	2.00	0.00	2.00	0.00
Victim Advocate	1.00	0.00	1.00	0.00	1.00	0.00	1.00	0.00
Victim Assistance Coordinator	1.00	0.00	1.00	0.00	1.00	0.00	1.00	0.00
Total Positions	18.00	0.00	18.00	0.00	18.00	0.00	18.00	0.00

Patrol	2013 Actual FT	2013 Actual PT	2014 Original Budget FT	2014 Original Budget PT	2014 Revised Budget FT	2014 Revised Budget PT	2015 Original Budget FT	2015 Original Budget PT
Administrative Technician I	0.00	1.55	0.00	1.55	0.00	1.55	0.00	1.55
Police Commander	3.00	0.00	3.00	0.00	3.00	0.00	3.00	0.00
Police Officer	47.00	0.00	46.00	0.00	45.00	0.00	46.00	0.00
Police Sergeant	6.00	0.00	6.00	0.00	6.00	0.00	6.00	0.00
Total Positions	56.00	1.55	55.00	1.55	54.00	1.55	55.00	1.55

Traffic	2013 Actual FT	2013 Actual PT	2014 Original Budget FT	2014 Original Budget PT	2014 Revised Budget FT	2014 Revised Budget PT	2015 Original Budget FT	2015 Original Budget PT
Police Commander	1.00	0.00	1.00	0.00	1.00	0.00	1.00	0.00
Police Officer	7.00	0.00	7.00	0.00	7.00	0.00	7.00	0.00
Police Sergeant	1.00	0.00	1.00	0.00	1.00	0.00	1.00	0.00
Total Positions	9.00	0.00	9.00	0.00	9.00	0.00	9.00	0.00

Traffic/Northwest Parkway	2013 Actual FT	2013 Actual PT	2014 Original Budget FT	2014 Original Budget PT	2014 Revised Budget FT	2014 Revised Budget PT	2015 Original Budget FT	2015 Original Budget PT
Police Officer	1.00	0.00	1.00	0.00	1.00	0.00	1.00	0.00
Police Sergeant	1.00	0.00	1.00	0.00	1.00	0.00	1.00	0.00
Total Positions	2.00	0.00	2.00	0.00	2.00	0.00	2.00	0.00

Flatiron Services Unit	2013 Actual FT	2013 Actual PT	2014 Original Budget FT	2014 Original Budget PT	2014 Revised Budget FT	2014 Revised Budget PT	2015 Original Budget FT	2015 Original Budget PT
Police Officer	2.00	0.00	2.00	0.00	3.00	0.00	3.00	0.00
Police Sergeant	1.00	0.00	1.00	0.00	1.00	0.00	1.00	0.00
Total Positions	3.00	0.00	3.00	0.00	4.00	0.00	4.00	0.00

Event Center	2013 Actual FT	2013 Actual PT	2014 Original Budget FT	2014 Original Budget PT	2014 Revised Budget FT	2014 Revised Budget PT	2015 Original Budget FT	2015 Original Budget PT
Police Officer	1.00	0.00	1.00	0.00	1.00	0.00	1.00	0.00
Total Positions	1.00	0.00	1.00	0.00	1.00	0.00	1.00	0.00

2015 Annual Budget- FTE Summaries

Civil	2013 Actual FT	2013 Actual PT	2014 Original Budget FT	2014 Original Budget PT	2014 Revised Budget FT	2014 Revised Budget PT	2015 Original Budget FT	2015 Original Budget PT
Civil Specialist	1.00	0.00	1.00	0.00	1.00	0.00	1.00	0.00
Police Officer	2.00	0.00	2.00	0.00	2.00	0.00	2.00	0.00
Police Sergeant	1.00	0.00	1.00	0.00	1.00	0.00	1.00	0.00
Total Positions	4.00	0.00	4.00	0.00	4.00	0.00	4.00	0.00

Animal Control	2013 Actual FT	2013 Actual PT	2014 Original Budget FT	2014 Original Budget PT	2014 Revised Budget FT	2014 Revised Budget PT	2015 Original Budget FT	2015 Original Budget PT
Animal Services Officer	3.00	0.00	3.00	0.00	3.00	0.00	3.00	0.00
Total Positions	3.00	0.00	3.00	0.00	3.00	0.00	3.00	0.00

Special Operations	2013 Actual FT	2013 Actual PT	2014 Original Budget FT	2014 Original Budget PT	2014 Revised Budget FT	2014 Revised Budget PT	2015 Original Budget FT	2015 Original Budget PT
Maintenance Assistant	1.00	0.00	1.00	0.00	1.00	0.00	1.00	0.00
Police Officer	3.00	0.00	3.00	0.00	3.00	0.00	3.00	0.00
Police Sergeant	1.00	0.00	1.00	0.00	1.00	0.00	1.00	0.00
Total Positions	5.00	0.00	5.00	0.00	5.00	0.00	5.00	0.00

Court Security	2013 Actual FT	2013 Actual PT	2014 Original Budget FT	2014 Original Budget PT	2014 Revised Budget FT	2014 Revised Budget PT	2015 Original Budget FT	2015 Original Budget PT
Court Security Officer	2.00	0.00	2.00	0.00	2.00	0.00	2.00	0.00
Police Officer	4.00	0.00	4.00	0.00	4.00	0.00	4.00	0.00
Police Sergeant	1.00	0.00	1.00	0.00	1.00	0.00	1.00	0.00
Total Positions	7.00	0.00	7.00	0.00	7.00	0.00	7.00	0.00

Property/Evidence	2013 Actual FT	2013 Actual PT	2014 Original Budget FT	2014 Original Budget PT	2014 Revised Budget FT	2014 Revised Budget PT	2015 Original Budget FT	2015 Original Budget PT
Police Sergeant	1.00	0.00	1.00	0.00	1.00	0.00	1.00	0.00
Property/Evidence Technician	2.00	0.00	2.00	0.00	2.00	0.00	2.00	0.00
Total Positions	3.00	0.00	3.00	0.00	3.00	0.00	3.00	0.00

Detention Administration	2013 Actual FT	2013 Actual PT	2014 Original Budget FT	2014 Original Budget PT	2014 Revised Budget FT	2014 Revised Budget PT	2015 Original Budget FT	2015 Original Budget PT
Administrative Analyst	1.00	0.00	1.00	0.00	1.00	0.00	1.00	0.00
Administrative Technician I	1.00	0.00	1.00	0.00	1.00	0.00	1.00	0.00
Administrative Technician II	1.00	0.00	1.00	0.00	1.00	0.00	1.00	0.00
Police Commander	2.00	0.00	2.00	0.00	2.00	0.00	2.00	0.00
Police Sergeant	2.00	0.00	2.00	0.00	2.00	0.00	2.00	0.00
Total Positions	7.00	0.00	7.00	0.00	7.00	0.00	7.00	0.00

Detention Operations	2013 Actual FT	2013 Actual PT	2014 Original Budget FT	2014 Original Budget PT	2014 Revised Budget FT	2014 Revised Budget PT	2015 Original Budget FT	2015 Original Budget PT
Police Officer - Detention	29.00	0.00	30.00	0.00	30.00	0.00	30.00	0.00
Police Sergeant	5.00	0.00	5.00	0.00	5.00	0.00	5.00	0.00
Total Positions	34.00	0.00	35.00	0.00	35.00	0.00	35.00	0.00

2015 Annual Budget- FTE Summaries

Transport	2013 Actual FT	2013 Actual PT	2014 Original Budget FT	2014 Original Budget PT	2014 Revised Budget FT	2014 Revised Budget PT	2015 Original Budget FT	2015 Original Budget PT
Police Officer - Detention	3.00	0.00	3.00	0.00	3.00	0.00	3.00	0.00
Police Sergeant	1.00	0.00	1.00	0.00	1.00	0.00	1.00	0.00
Total Positions	4.00	0.00	4.00	0.00	4.00	0.00	4.00	0.00

Emergency Management	2013 Actual FT	2013 Actual PT	2014 Original Budget FT	2014 Original Budget PT	2014 Revised Budget FT	2014 Revised Budget PT	2015 Original Budget FT	2015 Original Budget PT
Emergency Manager	1.00	0.00	1.00	0.00	1.00	0.00	1.00	0.00
Public Education Coordinator	1.00	0.00	1.00	0.00	1.00	0.00	1.00	0.00
Total Positions	2.00	0.00	2.00	0.00	2.00	0.00	2.00	0.00

Communications Police	2013 Actual FT	2013 Actual PT	2014 Original Budget FT	2014 Original Budget PT	2014 Revised Budget FT	2014 Revised Budget PT	2015 Original Budget FT	2015 Original Budget PT
Communications Specialist	10.00	0.00	10.00	0.00	10.00	0.00	10.00	0.00
Communications Specialist Supervisor	2.00	0.00	2.00	0.00	2.00	0.00	2.00	0.00
Police Commander	1.00	0.00	1.00	0.00	1.00	0.00	1.00	0.00
Records Specialist	3.00	0.00	3.00	0.00	3.00	0.00	3.00	0.00
Records Specialist Supervisor	1.00	0.00	1.00	0.00	1.00	0.00	1.00	0.00
Total Positions	17.00	0.00	17.00	0.00	17.00	0.00	17.00	0.00

Communications Fire	2013 Actual FT	2013 Actual PT	2014 Original Budget FT	2014 Original Budget PT	2014 Revised Budget FT	2014 Revised Budget PT	2015 Original Budget FT	2015 Original Budget PT
Comm. Specialist Supervisor -Limited Appt.	1.00	0.00	1.00	0.00	1.00	0.00	1.00	0.00
Communications Specialist -Limited Appt.	5.00	0.00	5.00	0.00	5.00	0.00	5.00	0.00
Total Positions	6.00	0.00	6.00	0.00	6.00	0.00	6.00	0.00

Training	2013 Actual FT	2013 Actual PT	2014 Original Budget FT	2014 Original Budget PT	2014 Revised Budget FT	2014 Revised Budget PT	2015 Original Budget FT	2015 Original Budget PT
Administrative Technician I	1.00	0.00	1.00	0.00	1.00	0.00	1.00	0.00
Background Investigator	1.00	0.00	1.00	0.00	1.00	0.00	1.00	0.00
Police Commander	1.00	0.00	1.00	0.00	1.00	0.00	1.00	0.00
Police Sergeant	1.00	0.00	1.00	0.00	1.00	0.00	1.00	0.00
Training Coordinator	2.00	0.00	2.00	0.00	2.00	0.00	2.00	0.00
Total Positions	6.00	0.00	6.00	0.00	6.00	0.00	6.00	0.00

Building Management	2013 Actual FT	2013 Actual PT	2014 Original Budget FT	2014 Original Budget PT	2014 Revised Budget FT	2014 Revised Budget PT	2015 Original Budget FT	2015 Original Budget PT
Maintenance Forman	1.00	0.00	1.00	0.00	1.00	0.00	1.00	0.00
Total Positions	1.00	0.00	1.00	0.00	1.00	0.00	1.00	0.00

North Metro Task Force	2013 Actual FT	2013 Actual PT	2014 Original Budget FT	2014 Original Budget PT	2014 Revised Budget FT	2014 Revised Budget PT	2015 Original Budget FT	2015 Original Budget PT
Administrative Technician I - Limited Appt.	1.00	0.00	1.00	0.00	1.00	0.00	1.00	0.00
Police Sergeant	1.00	0.00	1.00	0.00	1.00	0.00	1.00	0.00
Police Officer	2.00	0.00	2.00	0.00	2.00	0.00	2.00	0.00
Total Positions	4.00	0.00	4.00	0.00	4.00	0.00	4.00	0.00

2015 Annual Budget- FTE Summaries

Division Summary

		2013 Actual		2014 Original Budget		2014 Revised Budget		2015 Original Budget	
		FT	PT	FT	PT	FT	PT	FT	PT
01-30100	Administration - Public Works	2.75	0.00	2.75	0.00	2.75	0.00	1.75	0.00
01-30200	Fleet Maintenance	7.10	1.60	7.10	1.60	7.10	1.60	8.10	1.40
01-30300	Park Maint. - Athletic Facilities	4.70	0.00	4.70	0.00	4.70	0.00	4.70	0.00
01-30310	Park Maint. - Forestry	2.12	0.00	2.12	0.00	2.12	0.00	2.22	0.00
01-30320	Park Maint. - Horticulture	7.37	0.00	7.37	0.00	7.37	0.00	7.57	0.00
01-30330	Park Maint. - Irrigation	6.46	0.00	8.46	0.00	8.46	0.00	8.66	0.00
01-30340	Park Maint. - Open Space	2.20	0.00	2.20	0.00	2.20	0.00	2.40	0.00
01-30350	Park Maint. - Structures/Playgrd.	2.95	0.00	2.95	0.00	2.95	0.00	2.95	0.00
01-30360	Park Maint. - Turf Mowing	5.40	0.00	5.40	0.00	5.40	0.00	5.70	0.00
07-30400	Cemetery Maintenance	1.00	0.00	1.00	0.00	1.00	0.00	1.00	0.00
03-32100	Facilities Maintenance	23.15	6.90	23.15	7.70	23.15	7.70	24.15	7.70
06-34100	Maintenance of Condition	6.83	0.00	6.83	0.00	6.83	0.00	6.83	0.00
06-34200	Snow and Ice Control	0.96	0.00	0.96	0.00	0.96	0.00	0.96	0.00
06-34300	Traffic Control	5.94	0.00	5.94	0.00	5.94	0.00	5.94	0.00
06-34500	Street Cleaning	2.42	0.00	2.42	0.00	2.42	0.00	2.42	0.00
40-35100	Water Supply	2.30	0.00	2.30	0.00	2.30	0.00	2.30	0.00
40-35200	Water Treatment Plant	9.40	0.00	9.40	0.00	9.40	0.00	9.40	0.00
40-35300	Water System Operation/Maint.	10.95	0.00	10.95	0.00	10.95	0.00	11.45	0.00
40-35400	Environmental Monitoring	7.75	0.00	7.75	0.00	7.75	0.00	7.75	0.00
45-37300	WW System Operation/Maint.	7.45	0.00	7.45	0.00	7.45	0.00	7.95	0.00
45-37100	Wastewater Treatment Plant	11.00	0.80	11.00	0.80	11.00	0.80	11.00	0.80
45-37200	Industrial Pretreatment	2.50	0.00	2.50	0.00	2.50	0.00	2.50	0.00
45-37400	Laboratory Operations	4.25	0.80	4.25	0.80	4.25	0.80	4.25	0.80
45-38600	Stormwater	2.50	0.00	2.50	0.00	2.50	0.00	2.50	0.00
47-39100	Water Reclamation	1.30	0.00	1.30	0.00	1.30	0.00	1.30	0.00
Total Positions		140.75	10.10	142.75	10.90	142.75	10.90	145.75	10.70

Position Detail by Division

	2013 Actual		2014 Original Budget		2014 Revised Budget		2015 Original Budget	
Public Works Administration	FT	PT	FT	PT	FT	PT	FT	PT
Administrative Analyst	0.75	0.00	0.75	0.00	0.75	0.00	0.75	0.00
Contract Administrator	1.00	0.00	1.00	0.00	1.00	0.00	0.00	0.00
Director of Public Works	1.00	0.00	1.00	0.00	1.00	0.00	1.00	0.00
Total Positions	2.75	0.00	2.75	0.00	2.75	0.00	1.75	0.00

	2013 Actual		2014 Original Budget		2014 Revised Budget		2015 Original Budget	
Fleet Maintenance	FT	PT	FT	PT	FT	PT	FT	PT
Administrative Technician II	0.00	0.80	0.00	0.80	0.00	0.80	0.00	0.80
Assistant Director of Public Works	0.10	0.00	0.10	0.00	0.00	0.00	0.00	0.00
Auto/Equipment Technician	4.00	0.00	4.00	0.00	4.00	0.00	4.00	0.00
Management Analyst	0.00	0.00	0.00	0.00	0.10	0.00	0.10	0.00
Parts Specialist	0.00	0.00	0.00	0.00	0.00	0.00	1.00	0.00
Fleet Worker	0.00	0.80	0.00	0.80	0.00	0.80	0.00	0.60
Lead Auto/Equipment Technician	2.00	0.00	2.00	0.00	2.00	0.00	2.00	0.00
Superintendent of Fleet Maintenance	1.00	0.00	1.00	0.00	1.00	0.00	1.00	0.00
Total Positions	7.10	1.60	7.10	1.60	7.10	1.60	8.10	1.40

	2013 Actual	2014 Original Budget	2014 Revised Budget	2015 Original Budget

2015 Annual Budget- FTE Summaries

Facilities Maintenance	FT	PT	FT	PT	FT	PT	FT	PT
Administrative Technician I	0.00	0.50	0.00	0.50	0.00	0.00	0.00	0.00
Administrative Technician II	2.00	0.00	2.00	0.00	2.00	0.00	2.00	0.00
Assistant Director of Public Works	0.15	0.00	0.15	0.00	0.00	0.00	0.00	0.00
Building Maintenance Technician	3.00	0.00	3.00	0.80	3.00	0.80	3.00	0.80
Custodial Foreman	2.00	0.00	2.00	0.00	2.00	0.00	2.00	0.00
Custodian	11.00	6.40	11.00	6.40	11.00	6.40	12.00	6.40
Deputy Director of Public Works	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00
Facilities Services Coordinator	1.00	0.00	1.00	0.00	1.00	0.00	1.00	0.00
HVAC Technician	1.00	0.00	1.00	0.00	1.00	0.50	1.00	0.50
Lead Custodian	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00
Management Analyst	0.00	0.00	0.00	0.00	0.15	0.00	0.15	0.00
Master Electrician	1.00	0.00	1.00	0.00	1.00	0.00	1.00	0.00
Pool Operations Technician	1.00	0.00	1.00	0.00	1.00	0.00	1.00	0.00
Superintendent of Facilities	1.00	0.00	1.00	0.00	1.00	0.00	1.00	0.00
Total Positions	23.15	6.90	23.15	7.70	23.15	7.70	24.15	7.70

Park Maintenance	2013 Actual		2014 Original Budget		2014 Revised Budget		2015 Original Budget	
Park Maintenance- Athletic Facilities	FT	PT	FT	PT	FT	PT	FT	PT
Administrative Technician II	0.15	0.00	0.15	0.00	0.15	0.00	0.15	0.00
Assistant Director of Public Works	0.20	0.00	0.20	0.00	0.00	0.00	0.00	0.00
Management Analyst	0.00	0.00	0.00	0.00	0.20	0.00	0.20	0.00
Operations Worker/Tech/Senior Tech	3.00	0.00	3.00	0.00	3.00	0.00	3.00	0.00
Park Operations Foreman	0.80	0.00	0.80	0.00	0.80	0.00	0.80	0.00
Park Operations Supervisor	0.35	0.00	0.35	0.00	0.35	0.00	0.35	0.00
Superintendent of Park Operations	0.20	0.00	0.20	0.00	0.20	0.00	0.20	0.00
Total Positions	4.70	0.00	4.70	0.00	4.70	0.00	4.70	0.00

	2013 Actual		2014 Original Budget		2014 Revised Budget		2015 Original Budget	
Park Maintenance- Forestry	FT	PT	FT	PT	FT	PT	FT	PT
Administrative Technician II	0.07	0.00	0.07	0.00	0.07	0.00	0.07	0.00
City and County Forester	1.00	0.00	1.00	0.00	1.00	0.00	1.00	0.00
Contract Administrator	0.00	0.00	0.00	0.00	0.00	0.00	0.10	0.00
Operations Worker/Tech/Senior Tech	1.00	0.00	1.00	0.00	1.00	0.00	1.00	0.00
Superintendent of Park Operations	0.05	0.00	0.05	0.00	0.05	0.00	0.05	0.00
Total Positions	2.12	0.00	2.12	0.00	2.12	0.00	2.22	0.00

	2013 Actual		2014 Original Budget		2014 Revised Budget		2015 Original Budget	
Park Maintenance- Horticulture	FT	PT	FT	PT	FT	PT	FT	PT
Administrative Technician II	0.17	0.00	0.17	0.00	0.17	0.00	0.17	0.00
Contract Administrator	0.00	0.00	0.00	0.00	0.00	0.00	0.20	0.00
Landscape Planner/Horticulture	1.00	0.00	1.00	0.00	1.00	0.00	1.00	0.00
Lead Parks Technician	1.00	0.00	1.00	0.00	1.00	0.00	1.00	0.00
Operations Worker/Tech/Senior Tech	4.00	0.00	4.00	0.00	4.00	0.00	4.00	0.00
Park Operations Foreman	1.00	0.00	1.00	0.00	1.00	0.00	1.00	0.00
Superintendent of Park Operations	0.20	0.00	0.20	0.00	0.20	0.00	0.20	0.00
Total Positions	7.37	0.00	7.37	0.00	7.37	0.00	7.57	0.00

2015 Annual Budget- FTE Summaries

Park Maintenance- Irrigation	2013 Actual FT	2013 Actual PT	2014 Original Budget FT	2014 Original Budget PT	2014 Revised Budget FT	2014 Revised Budget PT	2015 Original Budget FT	2015 Original Budget PT
Administrative Technician II	0.21	0.00	0.21	0.00	0.21	0.00	0.21	0.00
Contract Administrator	0.00	0.00	0.00	0.00	0.00	0.00	0.20	0.00
Operations Worker/Tech/Senior Tech	4.00	0.00	4.00	0.00	4.00	0.00	4.00	0.00
Park Irrigation Systems Coordinator	1.00	0.00	1.00	0.00	1.00	0.00	1.00	0.00
Parks Irrigation Technician - Limited Appt.	0.00	0.00	2.00	0.00	2.00	0.00	2.00	0.00
Park Operations Foreman	1.00	0.00	1.00	0.00	1.00	0.00	1.00	0.00
Park Operations Supervisor	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00
Superintendent of Park Operations	0.25	0.00	0.25	0.00	0.25	0.00	0.25	0.00
Total Positions	6.46	0.00	8.46	0.00	8.46	0.00	8.66	0.00

Park Maintenance- Open Space	2013 Actual FT	2013 Actual PT	2014 Original Budget FT	2014 Original Budget PT	2014 Revised Budget FT	2014 Revised Budget PT	2015 Original Budget FT	2015 Original Budget PT
Administrative Technician II	0.05	0.00	0.05	0.00	0.05	0.00	0.05	0.00
Contract Administrator	0.00	0.00	0.00	0.00	0.00	0.00	0.20	0.00
Operations Worker/Tech/Senior Tech	2.00	0.00	2.00	0.00	2.00	0.00	2.00	0.00
Park Operations Supervisor	0.10	0.00	0.10	0.00	0.10	0.00	0.10	0.00
Superintendent of Park Operations	0.05	0.00	0.05	0.00	0.05	0.00	0.05	0.00
Total Positions	2.20	0.00	2.20	0.00	2.20	0.00	2.40	0.00

Park Maint.- Structural/Playgrounds	2013 Actual FT	2013 Actual PT	2014 Original Budget FT	2014 Original Budget PT	2014 Revised Budget FT	2014 Revised Budget PT	2015 Original Budget FT	2015 Original Budget PT
Administrative Technician II	0.20	0.00	0.20	0.00	0.20	0.00	0.20	0.00
Operations Worker/Tech/Senior Tech	2.00	0.00	2.00	0.00	2.00	0.00	2.00	0.00
Park Operations Foreman	0.20	0.00	0.20	0.00	0.20	0.00	0.20	0.00
Park Operations Supervisor	0.45	0.00	0.45	0.00	0.45	0.00	0.45	0.00
Superintendent of Park Operations	0.10	0.00	0.10	0.00	0.10	0.00	0.10	0.00
Total Positions	2.95	0.00	2.95	0.00	2.95	0.00	2.95	0.00

Park Maintenance- Turf Mowing	2013 Actual FT	2013 Actual PT	2014 Original Budget FT	2014 Original Budget PT	2014 Revised Budget FT	2014 Revised Budget PT	2015 Original Budget FT	2015 Original Budget PT
Administrative Technician II	0.15	0.00	0.15	0.00	0.15	0.00	0.15	0.00
Contract Administrator	0.00	0.00	0.00	0.00	0.00	0.00	0.30	0.00
Lead Parks GIS/Mapping Technician	1.00	0.00	1.00	0.00	1.00	0.00	1.00	0.00
Operations Worker/Tech/Senior Tech	3.00	0.00	3.00	0.00	3.00	0.00	3.00	0.00
Park Operations Foreman	1.00	0.00	1.00	0.00	1.00	0.00	1.00	0.00
Park Operations Supervisor	0.10	0.00	0.10	0.00	0.10	0.00	0.10	0.00
Superintendent of Park Operations	0.15	0.00	0.15	0.00	0.15	0.00	0.15	0.00
Total Positions	5.40	0.00	5.40	0.00	5.40	0.00	5.70	0.00

Cemetery Maintenance	2013 Actual FT	2013 Actual PT	2014 Original Budget FT	2014 Original Budget PT	2014 Revised Budget FT	2014 Revised Budget PT	2015 Original Budget FT	2015 Original Budget PT
Cemetery Ops Coordinator	1.00	0.00	1.00	0.00	1.00	0.00	1.00	0.00
Total Positions	1.00	0.00	1.00	0.00	1.00	0.00	1.00	0.00

2015 Annual Budget- FTE Summaries

Street Maintenance

Maintenance of Condition	2013 Actual FT	2013 Actual PT	2014 Original Budget FT	2014 Original Budget PT	2014 Revised Budget FT	2014 Revised Budget PT	2015 Original Budget FT	2015 Original Budget PT
Assistant Director of Public Works	0.15	0.00	0.15	0.00	0.00	0.00	0.00	0.00
Management Analyst	0.00	0.00	0.00	0.00	0.15	0.00	0.15	0.00
Pavement Mgt System Administrator	0.94	0.00	0.94	0.00	0.94	0.00	0.94	0.00
Senior Streets Technician	4.70	0.00	4.70	0.00	4.70	0.00	4.70	0.00
Streets Foreman	0.54	0.00	0.54	0.00	0.54	0.00	0.54	0.00
Superintendent of Streets	0.50	0.00	0.50	0.00	0.50	0.00	0.50	0.00
Total Positions	6.83	0.00	6.83	0.00	6.83	0.00	6.83	0.00

Snow and Ice Control	2013 Actual FT	2013 Actual PT	2014 Original Budget FT	2014 Original Budget PT	2014 Revised Budget FT	2014 Revised Budget PT	2015 Original Budget FT	2015 Original Budget PT
Pavement Mgt System Administrator	0.06	0.00	0.06	0.00	0.06	0.00	0.06	0.00
Senior Streets Technician	0.60	0.00	0.60	0.00	0.54	0.00	0.54	0.00
Streets Foreman	0.12	0.00	0.12	0.00	0.12	0.00	0.12	0.00
Streets Technician	0.06	0.00	0.06	0.00	0.12	0.00	0.12	0.00
Superintendent of Streets	0.06	0.00	0.06	0.00	0.06	0.00	0.06	0.00
Traffic Signal Technician	0.06	0.00	0.06	0.00	0.06	0.00	0.06	0.00
Total Positions	0.96	0.00	0.96	0.00	0.96	0.00	0.96	0.00

Traffic Control	2013 Actual FT	2013 Actual PT	2014 Original Budget FT	2014 Original Budget PT	2014 Revised Budget FT	2014 Revised Budget PT	2015 Original Budget FT	2015 Original Budget PT
Senior Streets Technician	2.82	0.00	3.76	0.00	1.88	0.00	1.88	0.00
Streets Foreman	0.94	0.00	0.94	0.00	0.94	0.00	0.94	0.00
Streets Technician	0.94	0.00	0.00	0.00	1.88	0.00	1.88	0.00
Superintendent of Streets	0.30	0.00	0.30	0.00	0.30	0.00	0.30	0.00
Traffic Signal Technician	0.94	0.00	0.94	0.00	0.94	0.00	0.94	0.00
Total Positions	5.94	0.00	5.94	0.00	5.94	0.00	5.94	0.00

Street Cleaning	2013 Actual FT	2013 Actual PT	2014 Original Budget FT	2014 Original Budget PT	2014 Revised Budget FT	2014 Revised Budget PT	2015 Original Budget FT	2015 Original Budget PT
Senior Streets Technician	1.88	0.00	1.88	0.00	1.88	0.00	1.88	0.00
Streets Foreman	0.40	0.00	0.40	0.00	0.40	0.00	0.40	0.00
Superintendent of Streets	0.14	0.00	0.14	0.00	0.14	0.00	0.14	0.00
Total Positions	2.42	0.00	2.42	0.00	2.42	0.00	2.42	0.00

Water Fund

Water Supply	2013 Actual FT	2013 Actual PT	2014 Original Budget FT	2014 Original Budget PT	2014 Revised Budget FT	2014 Revised Budget PT	2015 Original Budget FT	2015 Original Budget PT
Chief Plant Operator	0.48	0.00	0.48	0.00	0.48	0.00	0.48	0.00
Superintendent of Water	0.07	0.00	0.07	0.00	0.07	0.00	0.07	0.00
Water Resources Administrator	1.00	0.00	1.00	0.00	1.00	0.00	1.00	0.00
Water Resource Manager	0.75	0.00	0.75	0.00	0.75	0.00	0.75	0.00
Total Positions	2.30	0.00	2.30	0.00	2.30	0.00	2.30	0.00

Water Treatment Plant	2013 Actual FT	2013 Actual PT	2014 Original Budget FT	2014 Original Budget PT	2014 Revised Budget FT	2014 Revised Budget PT	2015 Original Budget FT	2015 Original Budget PT
Administrative Technician II	1.00	0.00	1.00	0.00	1.00	0.00	1.00	0.00
Chief Plant Operator	1.52	0.00	1.52	0.00	1.52	0.00	1.52	0.00
Deputy Director of Public Works	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00
Plant Operator A, B, C	5.00	0.00	5.00	0.00	5.00	0.00	5.00	0.00

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Plant Operator Trainee	1.00	0.00	1.00	0.00	1.00	0.00	1.00	0.00
Superintendent of Water	0.88	0.00	0.88	0.00	0.88	0.00	0.88	0.00
Total Positions	9.40	0.00	9.40	0.00	9.40	0.00	9.40	0.00

	2013 Actual		2014 Original Budget		2014 Revised Budget		2015 Original Budget	
Water Operations and Maintenance	FT	PT	FT	PT	FT	PT	FT	PT
Administrative Analyst	0.50	0.00	0.50	0.00	0.50	0.00	0.50	0.00
Assistant Director of Public Works	0.20	0.00	0.20	0.00	0.00	0.00	0.00	0.00
Management Analyst	0.00	0.00	0.00	0.00	0.20	0.00	0.20	0.00
Electro/Mechanic System Coordinator	0.50	0.00	0.50	0.00	0.50	0.00	1.00	0.00
Senior Utilities Technician	4.25	0.00	4.25	0.00	3.25	0.00	3.25	0.00
Superintendent of Utilities	0.50	0.00	0.50	0.00	0.50	0.00	0.50	0.00
Utilities Foreman	2.00	0.00	2.00	0.00	2.00	0.00	2.00	0.00
Utilities Technician	2.50	0.00	2.50	0.00	2.50	0.00	2.50	0.00
Utilities Worker	0.00	0.00	0.00	0.00	1.00	0.00	1.00	0.00
Utility Systems Coordinator	0.50	0.00	0.50	0.00	0.50	0.00	0.50	0.00
Total Positions	10.95	0.00	10.95	0.00	10.95	0.00	11.45	0.00

	2013 Actual		2014 Original Budget		2014 Revised Budget		2015 Original Budget	
Environmental Monitoring	FT	PT	FT	PT	FT	PT	FT	PT
Chemist	1.00	0.00	1.00	0.00	1.00	0.00	1.00	0.00
Environmental Services Coordinator	1.00	0.00	1.00	0.00	1.00	0.00	1.00	0.00
Environmental Services Superintendent	0.75	0.00	0.75	0.00	0.75	0.00	0.75	0.00
Lab Supervisor Water	1.00	0.00	1.00	0.00	1.00	0.00	1.00	0.00
Senior Water Quality Analyst	1.00	0.00	1.00	0.00	1.00	0.00	1.00	0.00
Water Quality Analyst	2.00	0.00	2.00	0.00	2.00	0.00	2.00	0.00
Water Quality Technician	1.00	0.00	1.00	0.00	1.00	0.00	1.00	0.00
Total Positions	7.75	0.00	7.75	0.00	7.75	0.00	7.75	0.00

Sewer Fund

	2013 Actual		2014 Original Budget		2014 Revised Budget		2015 Original Budget	
Wastewater Operations & Maint.	FT	PT	FT	PT	FT	PT	FT	PT
Administrative Analyst	0.50	0.00	0.50	0.00	0.50	0.00	0.50	0.00
Assistant Director of Public Works	0.20	0.00	0.20	0.00	0.00	0.00	0.00	0.00
Management Analyst	0.00	0.00	0.00	0.00	0.20	0.00	0.20	0.00
Electro Mechanic System Coordinator	0.50	0.00	0.50	0.00	0.50	0.00	1.00	0.00
Senior Utilities Technician	1.75	0.00	1.75	0.00	1.75	0.00	1.75	0.00
Superintendent of Utilities	0.50	0.00	0.50	0.00	0.50	0.00	0.50	0.00
Utilities Foreman	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00
Utilities Technician	3.50	0.00	3.50	0.00	3.50	0.00	3.50	0.00
Utility Systems Coordinator	0.50	0.00	0.50	0.00	0.50	0.00	0.50	0.00
Total Positions	7.45	0.00	7.45	0.00	7.45	0.00	7.95	0.00

	2013 Actual		2014 Original Budget		2014 Revised Budget		2015 Original Budget	
Wastewater Treatment Plant	FT	PT	FT	PT	FT	PT	FT	PT
Administrative Technician II	1.00	0.00	1.00	0.00	1.00	0.00	1.00	0.00
Biosolids Coordinator	1.00	0.00	1.00	0.00	1.00	0.00	1.00	0.00
Chief Plant Operator	1.00	0.00	1.00	0.00	1.00	0.00	1.00	0.00
Equipment Technician	2.00	0.00	2.00	0.00	2.00	0.00	2.00	0.00
Lead Equipment Technician	1.00	0.00	1.00	0.00	1.00	0.00	1.00	0.00
Plant Operator A, B, C, D	4.00	0.80	4.00	0.80	3.00	0.80	3.00	0.80
Plant Operator Trainee	0.00	0.00	0.00	0.00	1.00	0.00	1.00	0.00

2015 Annual Budget- FTE Summaries

Superintendent of Wastewater	1.00	0.00	1.00	0.00	1.00	0.00	1.00	0.00
Total Positions	11.00	0.80	11.00	0.80	11.00	0.80	11.00	0.80

	2013 Actual		2014 Original Budget		2014 Revised Budget		2015 Original Budget	
Industrial Pretreatment	FT	PT	FT	PT	FT	PT	FT	PT
Industrial Pretreatment Technician	1.50	0.00	1.50	0.00	1.50	0.00	1.50	0.00
Stormwater Technician	1.00	0.00	1.00	0.00	1.00	0.00	1.00	0.00
Total Positions	2.50	0.00	2.50	0.00	2.50	0.00	2.50	0.00

	2013 Actual		2014 Original Budget		2014 Revised Budget		2015 Original Budget	
Laboratory Operations	FT	PT	FT	PT	FT	PT	FT	PT
Chemist	1.00	0.00	1.00	0.00	1.00	0.00	1.00	0.00
Environmental Services Superintendent	0.25	0.00	0.25	0.00	0.25	0.00	0.25	0.00
Lab Supervisor Wastewater	1.00	0.00	1.00	0.00	1.00	0.00	1.00	0.00
Water Quality Analyst	1.00	0.00	1.00	0.00	1.00	0.00	1.00	0.00
Water Quality Technician	1.00	0.80	1.00	0.80	1.00	0.80	1.00	0.80
Total Positions	4.25	0.80	4.25	0.80	4.25	0.80	4.25	0.80

	2013 Actual		2014 Original Budget		2014 Revised Budget		2015 Original Budget	
Stormwater	FT	PT	FT	PT	FT	PT	FT	PT
Industrial Pretreatment Technician	0.50	0.00	0.50	0.00	0.50	0.00	0.50	0.00
Stormwater Administrator	1.00	0.00	1.00	0.00	1.00	0.00	1.00	0.00
Water Quality Technician	1.00	0.00	1.00	0.00	1.00	0.00	1.00	0.00
Total Positions	2.50	0.00	2.50	0.00	2.50	0.00	2.50	0.00

Reuse Water Fund	2013 Actual		2014 Original Budget		2014 Revised Budget		2015 Original Budget	
Water Reclamation	FT	PT	FT	PT	FT	PT	FT	PT
Senior Water Resources Technician	1.00	0.00	1.00	0.00	1.00	0.00	1.00	0.00
Superintendent of Water	0.05	0.00	0.05	0.00	0.05	0.00	0.05	0.00
Water Resource Manager	0.25	0.00	0.25	0.00	0.25	0.00	0.25	0.00
Total Positions	1.30	0.00	1.30	0.00	1.30	0.00	1.30	0.00

Community Resources

Division Summary		2013 Actual		2014 Original Budget		2014 Revised Budget		2015 Original Budget	
		FT	PT	FT	PT	FT	PT	FT	PT
01-61100	Cultural Affairs	2.50	1.40	2.55	1.50	2.55	1.50	2.55	1.50
01-61500	Museum	0.00	0.80	0.00	0.80	0.00	0.80	0.00	0.80
01-62100	Open Space and Trails Admin.	2.15	0.00	2.15	0.00	2.15	0.00	2.15	0.00
05-63100	Library	12.50	15.09	12.45	15.89	12.45	15.89	12.45	16.09
07-64200	County Commons Cemetery	0.25	0.00	0.25	0.00	0.20	0.00	0.20	0.00
04-66100	Rec. Services Admin.	1.20	0.00	1.20	0.00	1.20	0.00	1.20	0.00
04-66200	Paul Derda Recreation Center	5.36	22.84	6.36	21.52	6.36	21.52	6.36	21.52
04-66300	Community Center	4.45	9.00	4.45	9.00	4.45	9.00	4.45	9.00
04-66410	Aquatic Programs	0.80	1.95	0.80	1.95	0.80	1.95	0.80	1.95
04-66420	Flexible Programs	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00
04-66430	Senior Programs	0.59	1.93	1.51	0.84	1.56	0.84	1.56	0.84
04-66440	Special Events	1.37	0.28	1.37	0.28	1.37	0.28	1.37	0.28
04-66450	General Programs	2.11	5.39	2.11	5.19	2.11	5.19	2.11	5.19
04-66460	Athletic Programs	5.51	4.10	5.59	4.90	5.59	4.90	5.59	4.90
04-66470	Teen Center	0.99	0.44	1.04	0.39	1.04	0.39	1.04	0.39
04-66480	Aquatic Center (The Bay)	1.34	3.34	1.29	3.34	1.29	3.34	1.29	3.34
04-66500	Special Needs Programs	0.95	0.21	0.95	0.21	0.95	0.21	0.95	0.21

2015 Annual Budget- FTE Summaries

04-66510	Skate Park/Batting Cages	0.18	0.79	0.18	0.65	0.18	0.65	0.18	0.65
Total Positions		42.25	67.56	44.25	66.46	44.25	66.46	44.25	66.66

Position Detail by Division

Cultural Affairs	2013 Actual FT	2013 Actual PT	2014 Original Budget FT	2014 Original Budget PT	2014 Revised Budget FT	2014 Revised Budget PT	2015 Original Budget FT	2015 Original Budget PT
Administrative Technician II	0.25	0.70	0.30	0.80	0.30	0.80	0.30	0.80
Auditorium Lead Technician	0.00	0.00	0.00	0.00	0.00	0.70	0.00	0.70
Auditorium Production Manager	0.00	0.00	0.00	0.00	1.00	0.00	1.00	0.00
Cultural Affairs Manager	1.00	0.00	1.00	0.00	1.00	0.00	1.00	0.00
Director of Library and Cultural Affairs	0.25	0.00	0.25	0.00	0.25	0.00	0.25	0.00
Facility Coordinator	0.00	0.70	0.00	0.70	0.00	0.00	0.00	0.00
Technical Coordinator	1.00	0.00	1.00	0.00	0.00	0.00	0.00	0.00
Total Positions	2.50	1.40	2.55	1.50	2.55	1.50	2.55	1.50

Museum	2013 Actual FT	2013 Actual PT	2014 Original Budget FT	2014 Original Budget PT	2014 Revised Budget FT	2014 Revised Budget PT	2015 Original Budget FT	2015 Original Budget PT
Museum Administrator	0.00	0.80	0.00	0.80	0.00	0.80	0.00	0.80
Total Positions	0.00	0.80	0.00	0.80	0.00	0.80	0.00	0.80

Open Space and Trails Administration	2013 Actual FT	2013 Actual PT	2014 Original Budget FT	2014 Original Budget PT	2014 Revised Budget FT	2014 Revised Budget PT	2015 Original Budget FT	2015 Original Budget PT
Administrative Analyst	0.15	0.00	0.15	0.00	0.15	0.00	0.15	0.00
Director of Open Space and Trails	1.00	0.00	1.00	0.00	1.00	0.00	1.00	0.00
Senior Open Space/Trails Coordinator	1.00	0.00	1.00	0.00	1.00	0.00	1.00	0.00
Total Positions	2.15	0.00	2.15	0.00	2.15	0.00	2.15	0.00

Library	2013 Actual FT	2013 Actual PT	2014 Original Budget FT	2014 Original Budget PT	2014 Revised Budget FT	2014 Revised Budget PT	2015 Original Budget FT	2015 Original Budget PT
Administrative Analyst	1.00	0.00	1.00	0.00	1.00	0.00	1.00	0.00
Administrative Technician II	0.75	0.00	0.70	0.00	0.70	0.00	0.70	0.00
Assistant Librarian	2.00	6.10	2.00	6.80	2.00	4.10	2.00	4.20
Circulation Clerk	0.00	3.84	0.00	3.85	0.00	3.84	0.00	3.84
Director of Library and Cultural Affairs	0.75	0.00	0.75	0.00	0.75	0.00	0.75	0.00
Lead Circulation Clerk	0.00	0.80	0.00	0.80	0.00	0.80	0.00	0.80
Librarian Aide	0.00	1.85	0.00	1.84	0.00	1.85	0.00	1.85
Librarian I	3.00	1.50	3.00	1.60	3.00	1.50	3.00	1.60
Librarian II	1.00	0.00	1.00	0.00	1.00	0.00	1.00	0.00
Librarian III	3.00	1.00	3.00	1.00	3.00	1.00	3.00	1.00
Manager Library Circulation Services	1.00	0.00	1.00	0.00	1.00	0.00	1.00	0.00
Patron Services Associate	0.00	0.00	0.00	0.00	0.00	2.80	0.00	2.80
Total Positions	12.50	15.09	12.45	15.89	12.45	15.89	12.45	16.09

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Cemetery	2013 Actual		2014 Original Budget		2014 Revised Budget		2015 Original Budget	
County Commons Cemetery	FT	PT	FT	PT	FT	PT	FT	PT
Administrative Supervisor	0.05	0.00	0.05	0.00	0.00	0.00	0.00	0.00
Director of Recreation Services	0.05	0.00	0.05	0.00	0.05	0.00	0.05	0.00
Facility Manager	0.15	0.00	0.15	0.00	0.15	0.00	0.15	0.00
Total Positions	0.25	0.00	0.25	0.00	0.20	0.00	0.20	0.00

Recreation Services	2013 Actual		2014 Original Budget		2014 Revised Budget		2015 Original Budget	
Recreation Services Administration	FT	PT	FT	PT	FT	PT	FT	PT
Administrative Analyst	0.10	0.00	0.10	0.00	0.10	0.00	0.10	0.00
Director of Recreation Services	0.95	0.00	0.95	0.00	0.95	0.00	0.95	0.00
Recreation Facility Manager	0.15	0.00	0.15	0.00	0.15	0.00	0.15	0.00
Total Positions	1.20	0.00	1.20	0.00	1.20	0.00	1.20	0.00

	2013 Actual		2014 Original Budget		2014 Revised Budget		2015 Original Budget	
Paul Derda Recreation Center	FT	PT	FT	PT	FT	PT	FT	PT
Administrative Clerk	0.00	1.50	0.00	1.50	0.00	1.50	0.00	1.50
Administrative Supervisor	0.45	0.00	0.45	0.00	0.45	0.00	0.45	0.00
Administrative Technician I	0.70	0.00	0.70	0.00	0.70	0.00	0.70	0.00
Child Care Provider	0.00	3.51	0.00	2.15	0.00	2.15	0.00	2.15
Facility Attendant	0.00	0.83	0.00	0.83	0.00	0.83	0.00	0.83
Facility Coordinator	2.54	0.00	2.54	0.00	2.54	0.00	2.54	0.00
Facility/Program Supervisor	0.00	1.88	0.00	1.88	0.00	1.88	0.00	1.88
Lead Child Care Provider	0.00	0.00	1.00	0.00	1.00	0.00	1.00	0.00
Marketing Specialist	0.00	0.75	0.00	0.75	0.00	0.75	0.00	0.75
Pool Manager	0.00	2.60	0.00	2.60	0.00	2.60	0.00	2.60
Program Instructor/Coach/ Lifeguard	0.00	7.87	0.00	7.92	0.00	7.92	0.00	7.92
Recreation Clerk	0.00	3.90	0.00	3.90	0.00	3.90	0.00	3.90
Recreation Coordinator	0.42	0.00	0.42	0.00	0.42	0.00	0.42	0.00
Recreation Facility Manager	0.20	0.00	0.20	0.00	0.20	0.00	0.20	0.00
Recreation Program Manager	0.30	0.00	0.30	0.00	0.30	0.00	0.30	0.00
Recreation Specialist	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00
Recreation Supervisor	0.75	0.00	0.75	0.00	0.75	0.00	0.75	0.00
Total Positions	5.36	22.84	6.36	21.52	6.36	21.52	6.36	21.52

	2013 Actual		2014 Original Budget		2014 Revised Budget		2015 Original Budget	
Community Center	FT	PT	FT	PT	FT	PT	FT	PT
Administrative Clerk	0.00	1.43	0.00	1.43	0.00	1.43	0.00	1.43
Administrative Supervisor	0.27	0.00	0.27	0.00	0.35	0.00	0.35	0.00
Administrative Technician I	1.30	0.00	1.30	0.00	1.35	0.00	1.35	0.00
Facility Coordinator	1.10	0.00	1.10	0.00	1.10	0.00	1.10	0.00
Facility/Program Supervisor	0.00	0.43	0.00	0.43	0.00	0.43	0.00	0.43
Pool Manager	0.00	1.72	0.00	1.72	0.00	1.72	0.00	1.72
Program Instructor/Coach/ Lifeguard	0.00	2.69	0.00	2.69	0.00	2.69	0.00	2.69
Recreation Clerk	0.00	2.73	0.00	2.73	0.00	2.73	0.00	2.73
Recreation Coordinator	1.03	0.00	1.03	0.00	0.90	0.00	0.90	0.00
Recreation Facility Manager	0.20	0.00	0.20	0.00	0.20	0.00	0.20	0.00
Recreation Program Manager	0.40	0.00	0.40	0.00	0.40	0.00	0.40	0.00
Recreation Supervisor	0.15	0.00	0.15	0.00	0.15	0.00	0.15	0.00
Total Positions	4.45	9.00	4.45	9.00	4.45	9.00	4.45	9.00

2015 Annual Budget- FTE Summaries

Aquatic Programs	Actual FT	Actual PT	Original Budget FT	Original Budget PT	Revised Budget FT	Revised Budget PT	Original Budget FT	Original Budget PT
Administrative Supervisor	0.02	0.00	0.02	0.00	0.02	0.00	0.02	0.00
Facility Coordinator	0.02	0.00	0.02	0.00	0.02	0.00	0.02	0.00
Pool Manager	0.00	0.24	0.00	0.24	0.00	0.24	0.00	0.24
Program Instructor/Coach/ Lifeguard	0.00	1.71	0.00	1.71	0.00	1.71	0.00	1.71
Recreation Program Manager	0.29	0.00	0.29	0.00	0.29	0.00	0.29	0.00
Recreation Coordinator	0.47	0.00	0.47	0.00	0.47	0.00	0.47	0.00
Total Positions	0.80	1.95	0.80	1.95	0.80	1.95	0.80	1.95

Senior Programs	2013 Actual FT	2013 Actual PT	2014 Original Budget FT	2014 Original Budget PT	2014 Revised Budget FT	2014 Revised Budget PT	2015 Original Budget FT	2015 Original Budget PT
Administrative Supervisor	0.05	0.00	0.02	0.00	0.02	0.00	0.02	0.00
Facility Coordinator	0.02	0.00	0.02	0.00	0.02	0.00	0.02	0.00
Facility/Program Supervisor	0.00	0.02	0.00	0.02	0.00	0.02	0.00	0.02
Program Instructor/Coach/ Lifeguard	0.00	1.91	0.00	0.82	0.00	0.82	0.00	0.82
Recreation Coordinator	0.00	0.00	0.95	0.00	1.00	0.00	1.00	0.00
Recreation Program Manager	0.32	0.00	0.32	0.00	0.32	0.00	0.32	0.00
Recreation Supervisor	0.20	0.00	0.20	0.00	0.20	0.00	0.20	0.00
Total Positions	0.59	1.93	1.51	0.84	1.56	0.84	1.56	0.84

Special Events	2013 Actual FT	2013 Actual PT	2014 Original Budget FT	2014 Original Budget PT	2014 Revised Budget FT	2014 Revised Budget PT	2015 Original Budget FT	2015 Original Budget PT
Administrative Supervisor	0.02	0.00	0.02	0.00	0.02	0.00	0.02	0.00
Facility Coordinator	0.20	0.00	0.20	0.00	0.20	0.00	0.20	0.00
Facility/Program Supervisor	0.00	0.14	0.00	0.14	0.00	0.14	0.00	0.14
Pool Manager	0.00	0.02	0.00	0.02	0.00	0.02	0.00	0.02
Program Instructor/Coach/ Lifeguard	0.00	0.03	0.00	0.03	0.00	0.03	0.00	0.03
Recreation Clerk	0.00	0.08	0.00	0.08	0.00	0.08	0.00	0.08
Recreation Coordinator	0.35	0.00	0.35	0.00	0.35	0.00	0.35	0.00
Recreation Facility Manager	0.20	0.00	0.20	0.00	0.20	0.00	0.20	0.00
Recreation Program Manager	0.45	0.00	0.45	0.00	0.45	0.00	0.45	0.00
Recreation Supervisor	0.15	0.00	0.15	0.00	0.15	0.00	0.15	0.00
Recreation Worker	0.00	0.01	0.00	0.01	0.00	0.01	0.00	0.01
Total Positions	1.37	0.28	1.37	0.28	1.37	0.28	1.37	0.28

General Programs	2013 Actual FT	2013 Actual PT	2014 Original Budget FT	2014 Original Budget PT	2014 Revised Budget FT	2014 Revised Budget PT	2015 Original Budget FT	2015 Original Budget PT
Administrative Supervisor	0.02	0.00	0.02	0.00	0.02	0.00	0.02	0.00
Facility Coordinator	0.02	0.00	0.02	0.00	0.02	0.00	0.02	0.00
Personal Trainer	0.00	1.54	0.00	1.41	0.00	1.41	0.00	1.41
Preschool Director	1.00	0.00	1.00	0.00	1.00	0.00	1.00	0.00
Preschool Inst/Aide	0.00	3.48	0.00	3.51	0.00	3.51	0.00	3.51
Program Instructor/Coach/ Lifeguard	0.00	0.36	0.00	0.27	0.00	0.27	0.00	0.27
Recreation Clerk	0.00	0.01	0.00	0.01	0.00	0.01	0.00	0.01
Recreation Coordinator	0.05	0.00	0.05	0.00	0.05	0.00	0.05	0.00
Recreation Facility Manager	0.10	0.00	0.10	0.00	0.10	0.00	0.10	0.00
Recreation Program Manager	0.07	0.00	0.07	0.00	0.07	0.00	0.07	0.00
Recreation/Program/Facility Supervisor	0.85	0.00	0.85	0.00	0.85	0.00	0.85	0.00
Total Positions	2.11	5.39	2.11	5.19	2.11	5.19	2.11	5.19

	2013 Actual	2014 Original Budget	2014 Revised Budget	2015 Original Budget

2015 Annual Budget- FTE Summaries

Athletic Programs	2013 Actual FT	2013 Actual PT	2014 Original Budget FT	2014 Original Budget PT	2014 Revised Budget FT	2014 Revised Budget PT	2015 Original Budget FT	2015 Original Budget PT
Administrative Supervisor	0.02	0.00	0.02	0.00	0.02	0.00	0.02	0.00
Administrative Technician I	0.70	0.00	0.65	0.00	0.65	0.00	0.65	0.00
Facility Coordinator	0.02	0.00	0.02	0.00	0.02	0.00	0.02	0.00
Facility/Program Supervisor	0.90	0.85	0.90	0.85	0.90	0.85	0.90	0.85
Program Instructor/Coach/ Lifeguard	0.00	2.97	0.00	2.97	0.00	2.97	0.00	2.97
Recreation Coordinator	3.27	0.00	3.40	0.00	3.40	0.00	3.40	0.00
Recreation Program Manager	0.60	0.00	0.60	0.00	0.60	0.00	0.60	0.00
Recreation Specialist	0.00	0.00	0.00	0.80	0.00	0.80	0.00	0.80
Recreation Worker	0.00	0.28	0.00	0.28	0.00	0.28	0.00	0.28
Total Positions	5.51	4.10	5.59	4.90	5.59	4.90	5.59	4.90

Teen Center	2013 Actual FT	2013 Actual PT	2014 Original Budget FT	2014 Original Budget PT	2014 Revised Budget FT	2014 Revised Budget PT	2015 Original Budget FT	2015 Original Budget PT
Administrative Supervisor	0.02	0.00	0.02	0.00	0.02	0.00	0.02	0.00
Child Care Provider	0.00	0.04	0.00	0.04	0.00	0.04	0.00	0.04
Facility Coordinator	0.00	0.00	0.02	0.00	0.02	0.00	0.02	0.00
Facility/Program Supervisor	0.00	0.36	0.00	0.31	0.00	0.31	0.00	0.31
Program Instructor/Coach/ Lifeguard	0.00	0.04	0.00	0.04	0.00	0.04	0.00	0.04
Recreation Coordinator	0.77	0.00	0.80	0.00	0.80	0.00	0.80	0.00
Recreation Program Manager	0.20	0.00	0.20	0.00	0.20	0.00	0.20	0.00
Total Positions	0.99	0.44	1.04	0.39	1.04	0.39	1.04	0.39

Aquatic Center (The Bay)	2013 Actual FT	2013 Actual PT	2014 Original Budget FT	2014 Original Budget PT	2014 Revised Budget FT	2014 Revised Budget PT	2015 Original Budget FT	2015 Original Budget PT
Administrative Supervisor	0.04	0.00	0.04	0.00	0.04	0.00	0.04	0.00
Administrative Technician I	0.30	0.00	0.30	0.00	0.30	0.00	0.30	0.00
Facility Coordinator	0.02	0.00	0.02	0.00	0.02	0.00	0.02	0.00
Pool Manager	0.00	0.38	0.00	0.38	0.00	0.38	0.00	0.38
Program Instructor/Coach/ Lifeguard	0.00	2.91	0.00	2.91	0.00	2.91	0.00	2.91
Recreation Clerk	0.00	0.05	0.00	0.05	0.00	0.05	0.00	0.05
Recreation Coordinator	0.76	0.00	0.71	0.00	0.71	0.00	0.71	0.00
Recreation Program Manager	0.22	0.00	0.22	0.00	0.22	0.00	0.22	0.00
Total Positions	1.34	3.34	1.29	3.34	1.29	3.34	1.29	3.34

Special Needs Programs	2013 Actual FT	2013 Actual PT	2014 Original Budget FT	2014 Original Budget PT	2014 Revised Budget FT	2014 Revised Budget PT	2015 Original Budget FT	2015 Original Budget PT
Administrative Supervisor	0.02	0.00	0.02	0.00	0.02	0.00	0.02	0.00
Facility Coordinator	0.02	0.02	0.02	0.02	0.02	0.02	0.02	0.02
Program Instructor/Coach/ Lifeguard	0.00	0.10	0.00	0.10	0.00	0.10	0.00	0.10
Recreation Coordinator	0.85	0.00	0.85	0.00	0.85	0.00	0.85	0.00
Recreation Program Manager	0.06	0.00	0.06	0.00	0.06	0.00	0.06	0.00
Recreation Specialist	0.00	0.09	0.00	0.09	0.00	0.09	0.00	0.09
Total Positions	0.95	0.21	0.95	0.21	0.95	0.21	0.95	0.21

2015 Annual Budget- FTE Summaries

Skate Park/Batting Cages	2013 Actual FT	2013 Actual PT	2014 Original Budget FT	2014 Original Budget PT	2014 Revised Budget FT	2014 Revised Budget PT	2015 Original Budget FT	2015 Original Budget PT
Administrative Supervisor	0.02	0.00	0.02	0.00	0.02	0.00	0.02	0.00
Facility Coordinator	0.02	0.00	0.02	0.00	0.02	0.00	0.02	0.00
Facility/Program Supervisor	0.00	0.79	0.00	0.65	0.00	0.65	0.00	0.65
Recreation Coordinator	0.05	0.00	0.05	0.00	0.05	0.00	0.05	0.00
Recreation Program Manager	0.09	0.00	0.09	0.00	0.09	0.00	0.09	0.00
Total Positions	0.18	0.79	0.18	0.65	0.18	0.65	0.18	0.65

Health and Human Services

Division Summary

		2013 Actual FT	2013 Actual PT	2014 Original Budget FT	2014 Original Budget PT	2014 Revised Budget FT	2014 Revised Budget PT	2015 Original Budget FT	2015 Original Budget PT
08-40120	HS - Support	2.65	0.00	2.65	0.00	2.65	0.00	2.65	0.00
08-40100	HS - Operations & Admin.	8.02	0.00	8.03	0.00	7.94	0.00	7.21	0.00
08-40200	HS - Child Welfare Admin.	19.86	0.00	19.44	0.00	19.47	0.00	19.50	0.00
08-40250	HS - Child Care Assistance	1.28	0.00	1.27	0.00	1.27	0.00	1.14	0.00
08-40300	HS - Public Assistance	11.09	0.40	11.98	0.90	12.08	0.40	13.97	0.90
08-40150	HS - Adult Services	1.00	0.00	1.00	0.00	1.00	0.00	1.00	0.00
08-40320	HS - Child Support Enforcement	3.49	0.50	3.43	0.50	3.43	0.50	3.73	0.50
08-40350	HS - TANF Administration	3.84	0.00	3.85	0.00	3.85	0.00	3.85	0.00
08-42100	HS - Workforce Center	8.94	2.08	9.29	2.08	9.24	2.08	9.31	2.08
02-45100	PH - Administration	2.15	0.00	2.38	0.00	2.39	0.00	1.96	0.00
02-45200	PH - Reproductive Health	1.20	1.00	1.15	1.00	1.15	1.00	1.15	1.00
02-45300	PH - Women, Infants & Children	1.35	0.50	1.35	0.50	1.35	0.00	1.50	0.00
02-45210	PH - Immunizations	4.60	0.00	4.65	0.00	4.65	0.00	4.65	0.00
02-45400	PH - Environmental Health	4.60	0.50	4.60	0.50	4.60	0.50	4.60	0.50
02-45500	PH - Health Promotions	1.30	0.00	1.30	0.00	1.30	0.00	1.15	0.00
02-45600	PH - Vital Statistics	0.25	0.00	0.25	0.00	0.25	0.00	0.25	0.00
02-45800	PH - CSU Extension	0.03	0.50	0.03	0.50	0.03	0.50	0.03	0.50
02-45220	PH - Children w/Special Needs	1.00	0.00	1.00	0.00	1.00	0.00	1.00	0.00
08-48100	Seniors - Administration	2.00	0.00	2.00	0.00	2.00	0.00	2.00	0.00
08-48200	Seniors - Community Services	1.00	0.00	1.00	0.00	1.00	0.00	1.00	0.00
08-48300	Seniors - Easy Ride Transport.	1.00	2.07	3.00	0.80	3.00	0.80	3.00	0.80
08-48400	Seniors - Senior Nutrition	1.00	2.10	1.00	2.10	1.00	2.10	1.00	2.10
Total Positions		81.65	9.65	84.65	8.88	84.65	7.88	85.65	8.38

Position Detail by Division

Human Services

Human Services Operations & Admin.	2013 Actual FT	2013 Actual PT	2014 Original Budget FT	2014 Original Budget PT	2014 Revised Budget FT	2014 Revised Budget PT	2015 Original Budget FT	2015 Original Budget PT
Accounting Technician	1.18	0.00	1.33	0.00	1.33	0.00	1.25	0.00
Administrative Technician II	0.57	0.00	0.55	0.00	0.55	0.00	0.55	0.00
Case Manager Supervisor	0.06	0.00	0.05	0.00	0.05	0.00	0.05	0.00
Client Support Technician	2.15	0.00	1.93	0.00	1.93	0.00	2.05	0.00
Contract Monitor	0.90	0.00	0.90	0.00	0.90	0.00	0.70	0.00
Director of Health and Human Services	0.58	0.00	0.60	0.00	0.60	0.00	0.60	0.00
Financial Analyst	0.82	0.00	0.81	0.00	0.00	0.00	0.00	0.00

2015 Annual Budget- FTE Summaries

Fiscal Operations Supervisor	0.00	0.00	0.00	0.00	0.81	0.00	0.81	0.00
Operations Manager	1.00	0.00	1.00	0.00	1.00	0.00	1.00	0.00
Self-Sufficiency/Employment Manager	0.10	0.00	0.11	0.00	0.11	0.00	0.10	0.00
Systems Support Technician	0.66	0.00	0.75	0.00	0.66	0.00	0.10	0.00
Total Positions	8.02	0.00	8.03	0.00	7.94	0.00	7.21	0.00

	2013 Actual		2014 Original Budget		2014 Revised Budget		2015 Original Budget	
Human Services Support	FT	PT	FT	PT	FT	PT	FT	PT
Legal Administrative Assistant	1.00	0.00	1.00	0.00	1.00	0.00	1.00	0.00
Attorney	0.65	0.00	0.65	0.00	0.65	0.00	0.65	0.00
Human Resources Administrator	1.00	0.00	1.00	0.00	1.00	0.00	1.00	0.00
Total Positions	2.65	0.00	2.65	0.00	2.65	0.00	2.65	0.00

	2013 Actual		2014 Original Budget		2014 Revised Budget		2015 Original Budget	
Adult Services	FT	PT	FT	PT	FT	PT	FT	PT
Caseworker	1.00	0.00	1.00	0.00	1.00	0.00	1.00	0.00
Total Positions	1.00	0.00	1.00	0.00	1.00	0.00	1.00	0.00

	2013 Actual		2014 Original Budget		2014 Revised Budget		2015 Original Budget	
Child Welfare	FT	PT	FT	PT	FT	PT	FT	PT
Accounting Technician	0.50	0.00	0.28	0.00	0.28	0.00	0.40	0.00
Administrative Technician II	1.00	0.00	1.00	0.00	1.00	0.00	1.00	0.00
Case Aide	2.00	0.00	2.00	0.00	2.00	0.00	2.00	0.00
Caseworker Supervisor	1.00	0.00	1.00	0.00	1.00	0.00	1.00	0.00
Clinical Supervisor	1.00	0.00	1.00	0.00	1.00	0.00	1.00	0.00
Director of Health and Human Services	0.15	0.00	0.16	0.00	0.16	0.00	0.10	0.00
Family and Children's Services Manager	0.95	0.00	0.95	0.00	0.95	0.00	0.95	0.00
Federal Funding Specialist	1.00	0.00	1.00	0.00	1.00	0.00	1.00	0.00
Foster Care Coordinator	1.00	0.00	1.00	0.00	1.00	0.00	1.00	0.00
Interventionist	1.00	0.00	1.00	0.00	1.00	0.00	1.00	0.00
Program Planning Administrator	0.95	0.00	0.95	0.00	0.95	0.00	0.95	0.00
Senior Attorney	1.00	0.00	1.00	0.00	1.00	0.00	1.00	0.00
Social Caseworker I	4.00	0.00	3.00	0.00	2.00	0.00	2.00	0.00
Social Caseworker II	4.00	0.00	5.00	0.00	6.00	0.00	6.00	0.00
Systems Support Technician	0.06	0.00	0.10	0.00	0.13	0.00	0.10	0.00
Workforce Specialist - Limited Appt.	0.25	0.00	0.00	0.00	0.00	0.00	0.00	0.00
Total Positions	19.86	0.00	19.44	0.00	19.47	0.00	19.50	0.00

	2013 Actual		2014 Original Budget		2014 Revised Budget		2015 Original Budget	
Child Care Assistance	FT	PT	FT	PT	FT	PT	FT	PT
Accounting Technician	0.15	0.00	0.17	0.00	0.17	0.00	0.04	0.00
Case Manager- Eligibility	1.00	0.00	1.00	0.00	1.00	0.00	1.00	0.00
Director of Health and Human Services	0.02	0.00	0.00	0.00	0.00	0.00	0.00	0.00
Family and Children's Services Manager	0.05	0.00	0.05	0.00	0.05	0.00	0.05	0.00
Program Planning Administrator	0.05	0.00	0.05	0.00	0.05	0.00	0.05	0.00
Systems Support Technician	0.01	0.00	0.00	0.00	0.00	0.00	0.00	0.00
Total Positions	1.28	0.00	1.27	0.00	1.27	0.00	1.14	0.00

2015 Annual Budget- FTE Summaries

Public Assistance	2013 Actual FT	2013 Actual PT	2014 Original Budget FT	2014 Original Budget PT	2014 Revised Budget FT	2014 Revised Budget PT	2015 Original Budget FT	2015 Original Budget PT
Accounting Technician	0.00	0.00	0.00	0.00	0.00	0.00	0.05	0.00
Administrative Technician I	1.00	0.00	1.00	0.00	1.00	0.00	1.00	0.00
Administrative Technician II	0.40	0.00	0.45	0.00	0.45	0.00	0.45	0.00
Assist Payment/Child Support	0.60	0.00	0.65	0.00	0.65	0.00	0.50	0.00
Case Manager - Eligibility	6.30	0.00	6.30	0.00	5.80	0.00	5.80	0.00
Case Manager - Legal	0.00	0.00	0.00	0.00	0.50	0.00	0.50	0.00
Case Manager - Limited Appt.	0.00	0.00	1.00	0.00	1.00	0.00	2.00	0.00
Case Manager Supervisor	1.38	0.00	1.27	0.00	1.27	0.00	1.27	0.00
Client Support Technician	0.00	0.00	0.00	0.00	0.00	0.00	0.40	0.00
Client Support Technician - Limited	0.00	0.00	0.00	0.50	0.00	0.00	0.00	0.00
Health Care Reform - Coverage Guide	1.00	0.00	1.00	0.00	1.00	0.00	1.00	0.00
Revenue Recovery Technician	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.50
Self-Sufficiency/Employment Manager	0.21	0.00	0.26	0.00	0.26	0.00	0.30	0.00
Systems Support Technician	0.20	0.00	0.05	0.00	0.15	0.00	0.70	0.00
Veteran's Officer	0.00	0.40	0.00	0.40	0.00	0.40	0.00	0.40
Total Positions	11.09	0.40	11.98	0.90	12.08	0.40	13.97	0.90

Child Support Enforcement	2013 Actual FT	2013 Actual PT	2014 Original Budget FT	2014 Original Budget PT	2014 Revised Budget FT	2014 Revised Budget PT	2015 Original Budget FT	2015 Original Budget PT
Accounting Technician	0.00	0.50	0.00	0.50	0.00	0.50	0.00	0.50
Assist Payment/Child Support	0.35	0.00	0.35	0.00	0.35	0.00	0.50	0.00
Case Manager - Legal	2.50	0.00	2.50	0.00	2.50	0.00	2.50	0.00
Case Manager Supervisor	0.38	0.00	0.38	0.00	0.38	0.00	0.38	0.00
Contract Monitor	0.00	0.00	0.00	0.00	0.00	0.00	0.20	0.00
Director of Health and Human Services	0.02	0.00	0.00	0.00	0.00	0.00	0.00	0.00
Self-Sufficiency/Employment Manager	0.24	0.00	0.20	0.00	0.20	0.00	0.15	0.00
Total Positions	3.49	0.50	3.43	0.50	3.43	0.50	3.73	0.50

TANF Administration	2013 Actual FT	2013 Actual PT	2014 Original Budget FT	2014 Original Budget PT	2014 Revised Budget FT	2014 Revised Budget PT	2015 Original Budget FT	2015 Original Budget PT
Assist Payment/Child Support	0.05	0.00	0.00	0.00	0.00	0.00	0.00	0.00
Case Manager - Eligibility	2.20	0.00	2.20	0.00	2.20	0.00	2.20	0.00
Case Manager - Rental Assistance	0.00	0.00	1.00	0.00	1.00	0.00	1.00	0.00
Case Manager - Limited Appt.	1.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00
Case Manager Supervisor	0.18	0.00	0.30	0.00	0.30	0.00	0.30	0.00
Director of Health and Human Services	0.03	0.00	0.00	0.00	0.00	0.00	0.00	0.00
Self-Sufficiency/Employment Manager	0.18	0.00	0.15	0.00	0.15	0.00	0.15	0.00
Workforce Administrator	0.20	0.00	0.20	0.00	0.20	0.00	0.20	0.00
Total Positions	3.84	0.00	3.85	0.00	3.85	0.00	3.85	0.00

Workforce

Workforce Center	2013 Actual FT	2013 Actual PT	2014 Original Budget FT	2014 Original Budget PT	2014 Revised Budget FT	2014 Revised Budget PT	2015 Original Budget FT	2015 Original Budget PT
Accounting Technician	0.05	0.00	0.05	0.00	0.05	0.00	0.05	0.00
Administrative Clerk - Limited Appt.	1.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00
Administrative Clerk	0.00	0.00	1.00	0.00	0.00	0.00	0.00	0.00
Administrative Technician I - Limited	0.00	0.80	0.00	0.00	0.00	0.00	0.00	0.00
Administrative Technician I	0.00	0.00	0.00	0.80	1.00	0.00	1.00	0.00
Client Support Technician- Limited Appt.	1.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00
Client Support Technician	0.00	0.00	1.00	0.00	1.00	0.80	1.00	0.80

2015 Annual Budget- FTE Summaries

Director of Health and Human Services	0.01	0.00	0.03	0.00	0.03	0.00	0.03	0.00
Financial Analyst	0.06	0.00	0.08	0.00	0.00	0.00	0.00	0.00
Fiscal Operations Supervisor	0.00	0.00	0.00	0.00	0.08	0.00	0.08	0.00
Self-Sufficiency/Employment Manager	0.27	0.00	0.28	0.00	0.28	0.00	0.30	0.00
Systems Support Specialist	0.00	0.00	0.05	0.00	0.00	0.00	0.05	0.00
Workforce Administrator	0.80	0.00	0.80	0.00	0.80	0.00	0.80	0.00
Workforce Specialist	1.00	0.00	6.00	0.00	6.00	0.00	6.00	0.00
Workforce Specialist - Limited Appt.	4.75	1.28	0.00	1.28	0.00	1.28	0.00	1.28
Total Positions	8.94	2.08	9.29	2.08	9.24	2.08	9.31	2.08

Public Health

	2013 Actual		2014 Original Budget		2014 Revised Budget		2015 Original Budget	
Public Health Administration	FT	PT	FT	PT	FT	PT	FT	PT
Accounting Technician	0.12	0.00	0.17	0.00	0.17	0.00	0.21	0.00
Administrative Technician II	0.27	0.00	0.25	0.00	0.25	0.00	0.25	0.00
Client Support Technician	0.85	0.00	1.07	0.00	1.07	0.00	0.55	0.00
Contract Monitor	0.10	0.00	0.10	0.00	0.10	0.00	0.10	0.00
Director of Health and Human Services	0.18	0.00	0.19	0.00	0.19	0.00	0.25	0.00
Financial Analyst	0.11	0.00	0.10	0.00	0.00	0.00	0.00	0.00
Fiscal Operations Supervisor	0.00	0.00	0.00	0.00	0.10	0.00	0.10	0.00
Public Health Educator	0.40	0.00	0.40	0.00	0.40	0.00	0.40	0.00
Public Health Officer	0.05	0.00	0.05	0.00	0.05	0.00	0.05	0.00
System Support Technician	0.07	0.00	0.05	0.00	0.06	0.00	0.05	0.00
Total Positions	2.15	0.00	2.38	0.00	2.39	0.00	1.96	0.00

	2013 Actual		2014 Original Budget		2014 Revised Budget		2015 Original Budget	
Reproductive Health	FT	PT	FT	PT	FT	PT	FT	PT
Administrative Technician I	0.00	0.50	0.00	0.50	0.00	0.50	0.00	0.50
Administrative Technician II	0.10	0.00	0.10	0.00	0.10	0.00	0.10	0.00
Medical Assistant- Limited	0.00	0.50	0.00	0.00	0.00	0.00	0.00	0.00
Medical Assistant	0.00	0.00	0.00	0.50	0.00	0.50	0.00	0.50
Public Health Officer	0.10	0.00	0.10	0.00	0.10	0.00	0.10	0.00
Reproductive Health Administrator	1.00	0.00	0.95	0.00	0.95	0.00	0.95	0.00
Total Positions	1.20	1.00	1.15	1.00	1.15	1.00	1.15	1.00

	2013 Actual		2014 Original Budget		2014 Revised Budget		2015 Original Budget	
Immunizations	FT	PT	FT	PT	FT	PT	FT	PT
Administrative Technician II	0.25	0.00	0.25	0.00	0.25	0.00	0.25	0.00
Public Health Educator	0.10	0.00	0.10	0.00	0.10	0.00	0.10	0.00
Public Health Nurse	3.00	0.00	3.00	0.00	3.00	0.00	3.00	0.00
Public Health Nurse Administrator	1.00	0.00	1.00	0.00	1.00	0.00	1.00	0.00
Public Health Officer	0.25	0.00	0.25	0.00	0.25	0.00	0.25	0.00
Reproductive Health Administrator	0.00	0.00	0.05	0.00	0.05	0.00	0.05	0.00
Total Positions	4.60	0.00	4.65	0.00	4.65	0.00	4.65	0.00

	2013 Actual		2014 Original Budget		2014 Revised Budget		2015 Original Budget	
Children with Special Needs	FT	PT	FT	PT	FT	PT	FT	PT
Case Manager (Public Health)	1.00	0.00	1.00	0.00	1.00	0.00	1.00	0.00
Total Positions	1.00	0.00	1.00	0.00	1.00	0.00	1.00	0.00

2013 Actual	2014 Original Budget	2014 Revised Budget	2015 Original Budget

2015 Annual Budget- FTE Summaries

Women, Infants and Children	FT	PT	FT	PT	FT	PT	FT	PT
Nutrition Administrator	0.25	0.00	0.25	0.00	0.25	0.00	0.40	0.00
Nutrition Educator	1.00	0.00	1.00	0.00	1.00	0.00	1.00	0.00
Nutritionist	0.00	0.50	0.00	0.50	0.00	0.00	0.00	0.00
Public Health Educator	0.10	0.00	0.10	0.00	0.10	0.00	0.10	0.00
Total Positions	1.35	0.50	1.35	0.50	1.35	0.00	1.50	0.00

Environmental Health	2013 Budget FT	2013 Budget PT	2014 Budget FT	2014 Budget PT	2014 Budget FT	2014 Budget PT	2015 Budget FT	2015 Budget PT
Administrative Technician II	0.25	0.00	0.25	0.00	0.25	0.00	0.25	0.00
Disease Control Specialist	0.00	0.50	0.00	0.50	0.00	0.50	0.00	0.50
Environmental Health Specialist II	3.00	0.00	3.00	0.00	3.00	0.00	3.00	0.00
PH Protection Administrator	1.00	0.00	1.00	0.00	1.00	0.00	1.00	0.00
Public Health Educator	0.10	0.00	0.10	0.00	0.10	0.00	0.10	0.00
Public Health Officer	0.25	0.00	0.25	0.00	0.25	0.00	0.25	0.00
Total Positions	4.60	0.50	4.60	0.50	4.60	0.50	4.60	0.50

Health Promotions	2013 Actual FT	2013 Actual PT	2014 Original Budget FT	2014 Original Budget PT	2014 Revised Budget FT	2014 Revised Budget PT	2015 Original Budget FT	2015 Original Budget PT
Nutrition Administrator	0.75	0.00	0.75	0.00	0.75	0.00	0.60	0.00
Public Health Educator	0.30	0.00	0.30	0.00	0.30	0.00	0.30	0.00
Public Health Officer	0.25	0.00	0.25	0.00	0.25	0.00	0.25	0.00
Total Positions	1.30	0.00	1.30	0.00	1.30	0.00	1.15	0.00

Vital Statistics	2013 Actual FT	2013 Actual PT	2014 Original Budget FT	2014 Original Budget PT	2014 Revised Budget FT	2014 Revised Budget PT	2015 Original Budget FT	2015 Original Budget PT
Administrative Technician II	0.15	0.00	0.15	0.00	0.15	0.00	0.15	0.00
Public Health Officer	0.10	0.00	0.10	0.00	0.10	0.00	0.10	0.00
Total Positions	0.25	0.00	0.25	0.00	0.25	0.00	0.25	0.00

CSU Extension	2013 Actual FT	2013 Actual PT	2014 Original Budget FT	2014 Original Budget PT	2014 Revised Budget FT	2014 Revised Budget PT	2015 Original Budget FT	2015 Original Budget PT
Administrative Technician I	0.00	0.50	0.00	0.50	0.00	0.50	0.00	0.50
Administrative Technician II	0.01	0.00	0.00	0.00	0.00	0.00	0.00	0.00
Director of Health and Human Services	0.01	0.00	0.02	0.00	0.02	0.00	0.02	0.00
Financial Analyst	0.01	0.00	0.01	0.00	0.00	0.00	0.00	0.00
Fiscal Operations Supervisor	0.00	0.00	0.00	0.00	0.01	0.00	0.01	0.00
Total Positions	0.03	0.50	0.03	0.50	0.03	0.50	0.03	0.50

Senior Services

Seniors Administration	2013 Actual FT	2013 Actual PT	2014 Original Budget FT	2014 Original Budget PT	2014 Revised Budget FT	2014 Revised Budget PT	2015 Original Budget FT	2015 Original Budget PT
Administrative Technician I	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00
Administrative Technician II	1.00	0.00	1.00	0.00	1.00	0.00	1.00	0.00
Senior Services Supervisor	1.00	0.00	1.00	0.00	1.00	0.00	1.00	0.00
Total Positions	2.00	0.00	2.00	0.00	2.00	0.00	2.00	0.00

2015 Annual Budget- FTE Summaries

Seniors Community Services	2013 Actual FT	2013 Actual PT	2014 Original Budget FT	2014 Original Budget PT	2014 Revised Budget FT	2014 Revised Budget PT	2015 Original Budget FT	2015 Original Budget PT
Program Coordinator	1.00	0.00	1.00	0.00	1.00	0.00	1.00	0.00
Total Positions	1.00	0.00	1.00	0.00	1.00	0.00	1.00	0.00

Seniors Easy Ride Transportation	2013 Actual FT	2013 Actual PT	2014 Original Budget FT	2014 Original Budget PT	2014 Revised Budget FT	2014 Revised Budget PT	2015 Original Budget FT	2015 Original Budget PT
Driver II	0.00	2.07	2.00	0.80	2.00	0.80	2.00	0.80
Program Coordinator	1.00	0.00	1.00	0.00	1.00	0.00	1.00	0.00
Total Positions	1.00	2.07	3.00	0.80	3.00	0.80	3.00	0.80

Seniors Nutrition	2013 Actual FT	2013 Actual PT	2014 Original Budget FT	2014 Original Budget PT	2014 Revised Budget FT	2014 Revised Budget PT	2015 Original Budget FT	2015 Original Budget PT
Dishwasher	0.00	0.50	0.00	0.50	0.00	0.50	0.00	0.50
Food Services Technician	0.00	0.80	0.00	0.80	0.00	0.80	0.00	0.80
Meals on Wheels Technician	0.00	0.80	0.00	0.80	0.00	0.80	0.00	0.80
Program Manager Food Services	1.00	0.00	1.00	0.00	1.00	0.00	1.00	0.00
Total Positions	1.00	2.10	1.00	2.10	1.00	2.10	1.00	2.10

APPENDIX K

GLOSSARY OF TERMS AND ACRONYMS

Words in ***italicized bold*** print contained within the following definitions are defined separately within the Glossary.

Accounting Period — A period at the end of which, and for which, financial statements are prepared.

Accounting System — The total structure of records and procedures which discover, record, classify, summarize, and report information on the financial position and results of a government's operations or any of its ***funds***, ***fund types***, balanced account groups, or organization components.

Accrual Basis — The method of accounting in which transactions are recognized when they occur, regardless of the timing of related cash flows. Under this method, ***revenue*** is recognized when it is earned, regardless of when cash is received and expenses are recognized when liabilities are incurred, regardless of when cash is paid. This method of accounting is used for ***Enterprise Funds***.

Allocation — A method of dividing ***expenditures*** and ***revenues*** among various organizational units of a government, which are set aside for specific purposes.

Appropriation — A legal authorization granted by City Council permitting ***expenditures*** and ***obligations*** for specific purposes. An appropriation is usually limited in amount and by time when it may be expended.

Assessed Valuation — The value of real and personal property established by the County Assessor, which is used as a basis for levying ***property taxes***.

Asset — A resource owned or controlled by a government, which has monetary value. An asset is either current or fixed. A ***current asset*** is typically consumed within one year, such as cash, accounts receivable, and office supply inventories. A ***fixed asset*** provides benefit for more than one year, such as equipment, buildings, and open space properties.

Audit — A methodical examination conducted by a private accounting firm, of the utilization of a government's resources. An audit tests the accounting system to determine the extent to which internal accounting controls are both available and being used. The audit concludes with a written report of findings called the Auditor's Opinion.

Balanced Budget — A budget in which current operating revenues cover current operating expenditures.

Base Budget — An estimate of funding to continue existing programs at current ***levels of service*** prepared by each department during the ***budget development process***.

Bond — An instrument used to obtain long-term financing for capital projects. A bond is a promise to repay borrowed money (principal amount) at a future specified date (maturity date) plus interest.

GLOSSARY OF TERMS AND ACRONYMS continued

Bonded Debt — That portion of indebtedness represented by outstanding ***bonds***.

Broomfield Economic Development Corporation (BEDC) — A non-profit corporation which provides economic development services for the City and County.

Broomfield Urban Renewal Authority (BURA) — An Urban Renewal Authority that was established by resolution in 1996 by the Broomfield City Council to stimulate development within certain areas of the City and County.

Budget — An annual policy document, financial plan, operations guide, and communications device, containing estimated ***revenues*** and ***expenditures***. The budget appropriation ordinance, as approved by the City Council, is the legal basis for expenditures in the budget year.

Budget Calendar — A timetable showing when particular tasks must be completed in order for the City Council to approve the annual ***budget*** before the beginning of the next ***fiscal year***.

Budget Development Process — The annual cycle in which Broomfield prepares, adopts and implements the ***budget***.

Budget Message — The City and County Manager's written overview of the budget addressed to the Mayor and City Council. The budget message contains an explanation of principal ***budget*** items, significant changes from the previous ***fiscal year***, summaries of major issues impacting the budget, and challenges facing the City and County.

Budgetary Comparisons — Annual financial statements prepared to meet set standards and requirements, which must include comparisons of approved budgeted amounts with actual operating results. Such reports should be subjected to an independent ***audit***, so that all parties involved in the annual ***budget*** and ***appropriation*** process are provided with assurances that government monies are spent in accordance with the mutually agreed-upon budgetary plan.

Budgetary Control — The control or management of a government or enterprise in accordance with an approved ***budget*** for the purpose of keeping ***expenditures*** within the limitations of available ***appropriation***s and ***revenues***.

Capital Budget — A plan of proposed capital expenditures for buildings, drainage, parks, streets, trails, utilities, etc., and their funding sources. The Capital Budget is enacted as part of the City and County's annual ***budget*** and is based on the first year of the ***Capital Improvement Program (CIP)***. Project ***appropriations*** are normally for the amount necessary to complete an entire project, with the remaining balance rolled into future years until project completion.

Capital Improvement Program (CIP) — An annually updated schedule of ***capital project*** expenditures for public facilities and infrastructure, containing estimated project costs, funding sources, and anticipated timelines, for a five-year period. The first year of the five-year CIP serves as the basis for the annual capital budget.

GLOSSARY OF TERMS AND ACRONYMS continued

Capital Outlays — ***Expenditures*** which result in the acquisition of ***fixed assets***, such as equipment and vehicles. Capital outlay items cost more than $5,000 and are expected to last longer than one year.

Capital Projects — Major capital construction and improvement projects, such as those related to buildings, drainage, parks, streets, trails, utilities, etc., included in the ***Capital Improvement Program (CIP)***. Capital projects tend to have significant costs and have useful lives of many years.

Capital Projects Fund — A ***fund*** created to account for the ***revenues*** and ***expenditures*** related to ***capital projects***.

Cash Basis — A method of accounting in which transactions are recognized only when cash changes hands. This method can present an inaccurate picture of a fund's financial condition, since payments can be delayed into the next fiscal year. Broomfield does not use this method of accounting in order to conform to ***generally accepted accounting principles***.

Certificate of Participation (COP) — A financing instrument representing a share in a pledged ***revenue*** stream, usually lease payments made by the issuer (government) that are subject to annual ***appropriation***. The certificate entitles the holder to receive a share, or participation, in the lease payments relating to the acquisition or construction of specific equipment, land, or facilities.

Citizen Survey — An assessment tool conducted by the City and County of Broomfield every three to five years. The survey serves as a consumer report card by providing residents the opportunity to rate their satisfaction with the quality of life in Broomfield, the community's amenities, and satisfaction with local government.

Community Development Block Grant (CDBG) — A U.S. Department of Housing and Urban Development grant program. The program was first enacted in 1974 to provide funds to state and local agencies to support housing, economic development, health and human services, and planning and administration.

Community Services Block Grant (CSBG) — A U.S. Department of Health and Human Services grant program. The program was first enacted in 1981 to provide funds to state and local agencies to support efforts that reduce poverty, revitalize low-income communities, and lead to self-sufficiency among low-income families and individuals.

Comprehensive Annual Financial Report (CAFR) — An annual financial report issued by state and local governments. The CAFR has three parts: an introductory section, a financial section, and a statistical section. CAFR requirements are largely shaped by the ***Governmental Accounting Standards Board (GASB)***, which is the authoritative source for governmental ***Generally Accepted Accounting Principles (GAAP)***.

GLOSSARY OF TERMS AND ACRONYMS continued

Comprehensive Plan Adopted in 2005, Broomfield's Comprehensive Plan is a 20-year (2005 – 2025) policy document designed to meet state regulatory requirements and to articulate a vision of the City and County. The Plan contains many policies and action steps addressing topics such as transportation, community form and identity, economic development, and community services and facilities, intended to guide control of Broomfield's future.

Consumer Price Index (CPI) An index of prices used to measure the change in the cost of basic goods or services compared to a fixed base period. Broomfield monitors the Denver-Boulder Consumer Price Index.

Contingency An ***appropriation*** of funds to cover unforeseen events that may occur during the budget year.

Cost Accounting A method of accounting which provides for assembling and recording of all the elements of cost incurred to accomplish a purpose, to carry on an activity or operation, or to complete a unit of work or a specific job.

Council Focus Session An annual planning session held by City Council in January where priorities are identified and set for the coming year.

Current Assets Those ***assets*** which are available or can be made readily available to finance current operations or to pay current ***liabilities***. Those assets which will be used up or converted into cash within one year.

Debt An ***obligation*** resulting from the borrowing of money or from the purchase of goods and services. A government's debts can include ***bonds***, leases, and notes. Debt instruments are used to finance projects with high capital costs and long useful lives.

Debt Limit The maximum amount of gross or net ***debt*** which is legally permitted.

Debt Service The annual payment of principal and interest on the City and County's indebtedness.

Debt Service Fund A ***fund*** established to account for the accumulation of resources for, and the payment of, general long-term ***debt*** principal and interest.

Decision Package A ***budget*** proposal for items, programs, or services beyond what is included in the ***base budget***. Decision packages may include large increases in routine items, increased hours for existing part-time staff, new programs, new staff, and new equipment. Decision package proposals are prioritized by department heads and may or may not be ultimately approved during the budget development process.

Deficit The amount by which expenditure outlays exceed revenue receipts in a given accounting period.

Delinquent Taxes ***Taxes*** remaining unpaid on and after the date on which a penalty for nonpayment is attached. Although the penalty may be subsequently waived and a portion of the taxes may be abated or canceled, the unpaid balances continue to be delinquent taxes until abated, canceled, paid, or converted into tax liens.

GLOSSARY OF TERMS AND ACRONYMS continued

Depreciation — A financial mechanism to allocate the cost of a capital item over its service life. A decrease in an asset's value due to wear and tear, decay, or decline in price. Through this process, the entire cost on an asset is ultimately charged off as an expense over its service life.

Development Agreement — An agreement entered into between the City and another person or entity associated with the development of land. There are two main purposes of such an agreement: 1) to share the cost of infrastructure improvements with the developer, so that Broomfield is not solely paying for these improvements, or 2) to provide an incentive for the developer to do business in Broomfield, in the form of reimbursed sales, use, or property tax generated by the new development. Such agreements help ensure Broomfield's sales tax base.

Earmarked Funds — Funds dedicated for a specific program or purpose, such as state or federal ***grants*** earmarked for particular types of projects or programs.

Electronic Benefit Transfers (EBT) — An electronic system that allows a recipient to authorize transfer of their government benefits from a Federal account to a retailer account to pay for products received. In Colorado, this system is used to issue food stamp and other benefits to qualifying county residents.

Encumbrance — An amount of money committed and reserved but not yet expended for the purchase of a specific good or service, when a ***purchase order*** or contract is approved.

Enterprise Fund — A ***fund*** to account for operations financed and operated in a manner similar to private business enterprises, where the intent is to recover all or part of the costs of providing goods or services from those that use the goods or services, through user charges; e.g., Water Fund, Wastewater Fund, and Water Reclamation Fund. As in private business, the emphasis is on ***net income*** determination.

Expenditure — A decrease in net financial resources due to payments made by the City and County for goods or services, such as personnel, supplies, and equipment.

Fee — A general term used for any charge levied by government associated with providing a service, permitting an activity, or imposing a fine or penalty. Major types of fees include water and sewer taps, restaurant inspection fees, user charges, and building permits.

Fiduciary Fund — A fund consisting of resources received and held by a governmental unit as trustee or as an agent for other governmental units, private organizations, or individuals, to be expended or invested in accordance with the conditions of the trust.

Fiscal Policy — Broomfield's policies with respect to ***taxes***, spending, and ***debt*** management as these relate to government services, programs, and capital investment. Fiscal policy provides an agreed-upon set of principles for budgetary planning and programming.

GLOSSARY OF TERMS AND ACRONYMS continued

Fiscal Year — A 12-month period to which the annual operating ***budget*** applies and at the end of which a government determines its financial position. Broomfield's fiscal year is the calendar year.

Fixed Assets — ***Assets*** that cost a considerable amount of money and that are expected to last a long time, such as buildings, land, roads, infrastructure, and equipment.

Full-Time Equivalent (FTE) — A unit of measure of Broomfield employees. An FTE refers to the equivalent of one person working full-time for one year (2,080 hours).

Fund Accounting — An accounting method using self-balancing sets of accounts, set up to record all financial transactions related to specific activities or functions. Fund accounting enables the division and grouping of financial records into useful sets. The aim is to control the handling of money to ensure that it will be spent only for the purpose intended. Fund accounting, in a broad sense, is required by the government to demonstrate agency compliance with requirements of existing legislation for which funds have been appropriated or otherwise authorized.

Fund Balance — The difference between a fund's sources of funds and its uses of funds for ***governmental-type funds*** and ***fiduciary funds***; also known as fund equity. Portions of fund balances can be designated for specific purposes.

Fund Type — In governmental accounting, ***funds*** are classified into three major fund types: ***governmental***, ***enterprise***, and ***fiduciary***.

General Fund — The major ***fund*** of a governmental unit, it accounts for all activities not accounted for in other funds. Broomfield has two general funds, the City General Fund and the County General Fund, both of which are financed mainly by ***taxes***, ***charges for services***, and ***transfers*** from other funds.

Generally Accepted Accounting Principles (GAAP) — Uniform minimum standards and guidelines for financial accounting and reporting. They govern the form and content of the basic financial statements of an entity. GAAP encompasses the conventions, rules, and procedures necessary to define accepted accounting practices at a particular time. They include not only broad guidelines of general application, but also detailed practices and procedures. GAAP provides a standard by which to measure financial presentations.

General Obligation Bond — A ***bond*** secured by the full faith and credit and taxing authority of the City and County.

Geographic Information System (GIS) — A computer-based graphical mapping and analytical system used for capturing, managing, analyzing, and displaying various forms of geographically referenced information, such as roads, streams, utility lines, land-use, soil types, etc. GIS technology integrates common database operations such as query and statistical analysis with the unique visualization and geographic analysis benefits offered by maps.

Governmental Accounting Standards Board (GASB) — The body that sets accounting standards specifically for state and local governments.

GLOSSARY OF TERMS AND ACRONYMS continued

Governmental-Type Fund — Those ***funds*** through which most governmental functions are typically financed. The governmental fund measurement focus is on a "financial flow" basis, accounting for sources and uses of available expendable financial resources, not on net income determinations. Governmental-type funds include the two ***General Funds***, Special Revenue Funds, ***Capital Projects Funds***, and the ***Debt Service Fund***.

Grant — A contribution from one governmental unit or funding source to another to be used or expended for a specified purpose, activity, or facility, e.g., human service program, police equipment, capital project, or other purpose designated by the grantee.

Housing Authority — The Broomfield Housing Authority was organized in 2002 to facilitate improved housing conditions for low-income residents within the City and County of Broomfield.

Intergovernmental Agreement (IGA) — A signed agreement between two or more governmental units, and approved by their governing bodies, that provides for the exchange of goods or services between the governments.

Intergovernmental Revenues — Revenues collected by one government and disbursed to another government, including ***grants***, entitlements, shared revenues, or payments in lieu of taxes.

Internal Control — Internal control comprises organizational and operational methods adopted within a government to safeguard its ***assets***, check the accuracy and reliability of its accounting data, promote operational efficiency, and encourage adherence to prescribed managerial policies. A primary method of internal control is segregation of employee duties to ensure that no single employee performs a complete cycle of operations.

Internal Service Allocations — A cost-reimbursement method used to account for services provided by one department/fund to other departments/funds; e.g., allocations are charged to each major fund for services rendered by the Facilities Fund, based on the square footage of buildings maintained for each fund. See Appendix A for additional detail.

Investments — Cash and securities held for the production of revenues in the form of interest or dividends.

Leasehold — The right to the use of real estate by virtue of a lease, usually for a specified term of years, for which consideration is paid.

Level of Service — Generally defines the current or existing services, programs, and facilities provided by a government. Level of service may be increased, decreased, or remain the same, depending upon needs, alternatives, available resources, and mandates. To continue a given level of service into future years assumes that objectives, type, and quality will remain unchanged.

Levy — To impose ***taxes***, ***special assessments***, or ***user fees*** for the support of governmental activities (verb). The total amount of taxes, special assessments, or user fees imposed by a government (noun).

GLOSSARY OF TERMS AND ACRONYMS continued

Liability — Something for which the City and County is liable; an ***obligation***, responsibility, or ***debt***.

Limited Appointment FTE — A *Full-Time Equivalent* employee that is employed for a limited time, due to being tied to a specific outside funding source, such as a program ***grant***, or a temporary increase in workload, such as building inspections related to development. Limited appointment positions have specific ending dates to coincide with the end of the grant or workload increase.

Long-Range Financial Plan (LRFP) — Adopted in 2005 and updated in 2009, the primary purpose of the Financial Plan is to provide a method to assist in achieving the goal of economic sustainability for Broomfield now and at Broomfield's build-out.

Mill Levy — The rate of property taxation. A mill is one-tenth of a cent ($.001). A mill levy is expressed as one dollar per one thousand dollars of ***assessed valuation***.

Modified Accrual Basis — A method of accounting in which ***revenues*** are recognized when they become both measurable and available and ***expenditures*** are recognized when ***liabilities*** are incurred. This method of accounting is used for ***governmental-type funds***.

Net Income — An ***Enterprise Fund's*** excess of ***sources of funds*** over ***uses of funds***.

Obligation — An amount Broomfield may be legally required to meet out of its resources; any ***debt***, written promise, or duty. Obligations include not only actual ***liabilities***, but also un-liquidated ***encumbrances***.

Operating Budget — A financial plan of current operations that encompasses both estimated revenues and estimated expenditures for a fiscal year. The operating budget includes estimates of the non-capital programs and services comprising the City's operation; the resultant expenditure requirements; and the resources available for their support.

Ordinance — A formal legislative enactment by the City Council. If it is not in conflict with any higher form of law, such as a state statute, it has the full force and effect of law within Broomfield. The difference between an ordinance and a ***resolution*** is that the latter requires less legal formality and has lower legal status. ***Revenue*** raising measures, such as the imposition of ***taxes***, ***special assessments*** and ***user fees***, usually require ordinances.

Pay-As-You-Go Financing — A financing method that relies on current ***tax*** and ***grant*** revenues rather than on ***debt***, to pay for ***capital projects***.

Projection — An estimation of future ***revenues*** and ***expenditures*** based on past trends, current economic conditions, and financial forecasts.

Property Tax — An annual tax levied by Broomfield on owners of real property, based on ***assessed valuation*** and the ***mill levy***. A Broomfield resident's total ***property taxes*** are comprised of Broomfield's portion as well as school, fire, and any other special districts, such as metropolitan districts.

GLOSSARY OF TERMS AND ACRONYMS continued

Purchase Order — A document which authorizes the delivery of specified merchandise or the rendering of certain services and the making of a charge for them.

Reimbursements — (1) Repayments of amounts remitted on behalf of another party or in accordance with a contractual agreement, e.g., Broomfield gets reimbursed from the Northwest Parkway Authority for expenses related to providing police services along the Parkway. (2) Interfund transactions relating to repayment to a department or fund for services provided or payments made, such as ***internal service allocations***.

Reserve — An account for funds set aside in past and current years for some future purpose, such as paying for capital projects, providing for ***obligations*** and ***liabilities*** in periods of economic downturn, and meeting unforeseen or emergency needs. City Council approval is required before expending any reserves.

Reserve for Debt Service — An account used to segregate a portion of ***fund balance*** for ***debt service fund*** resources legally restricted to the payment of long-term ***debt*** principal and interest amounts maturing in future years.

Resolution — An order of a legislative body requiring less legal formality than an ***ordinance*** or statute.

Retained Earnings — The difference between a fund's ***assets*** (***sources of funds***) and its ***liabilities*** (***uses of funds***) for ***enterprise funds***; also known as fund equity.

Revenue — An item or source of income, such as income from ***taxes***, licenses, permits, ***user fees***, ***grants***, and interest earnings.

Revenue Bond — A ***bond*** secured by a specific source of revenue from a fund, rather than the full faith and credit of the issuer. In addition to a pledge of revenues, such bonds sometimes contain a mortgage on the fund's property.

Sales Tax — A tax based on the sales price of retail goods and services. The buyer pays the tax at the time of the sale, and the outlet remits it to the state or other taxing authority. Total sales tax paid by a buyer represents shares that are remitted to the State of Colorado, the City and County of Broomfield, school district, fire district, and other special districts, such as the Regional Transportation District (RTD). Broomfield's share of the total sales tax paid represents 4.15%.

Service Efforts and Accomplishments (SEA) — A performance management initiative, designed to report workload, efficiency, and effectiveness measures related to programs and services offered by city and county departments.

Services Expansion Fee Fund — A fund used to account for revenues derived from a $1 fee per square foot of new residential construction. The purpose of the fee is to provide funds for future capital costs associated with residential growth.

Sinking Fund — A ***fund*** or account in which money is deposited at regular intervals to provide for a future financial obligation, such as the retirement of bonded ***debt***.

GLOSSARY OF TERMS AND ACRONYMS continued

Special Assessment — A compulsory ***levy*** made against certain properties to defray part or all of the cost of a specific improvement or service deemed to primarily benefit those properties.

Special District — An independent unit of local government organized to perform a single governmental function or a restricted number of related functions. Special districts usually have the power to incur ***debt*** and ***levy taxes***; however, certain types of special districts are entirely dependent upon enterprise earnings and cannot impose taxes. Examples of special districts are water and sewer districts, flood control districts, fire protection districts, and metropolitan districts.

Supplemental Appropriation — An appropriation by the City Council when there is a need to transfer budgeted and appropriated moneys from one ***fund*** to another fund, or add unanticipated or unconfirmed revenues to the current ***budget*** that were not received prior to the adoption of the budget.

Taxes — Compulsory charges levied by a government for the purpose of financing services performed for the common benefit, such as ***property tax*** and ***sales tax***. This term does not include ***special assessments*** or ***user fees***.

Transfers — The transfer of money from one fund to another, for a specific purpose. Transfers are treated as ***sources of funds*** in the receiving fund and as ***uses of funds*** in the originating fund.

User Fee — A charge to the benefiting party for the direct receipt of a public service, such as fees for water and sewer services and recreation services.

Zero-Based Budgeting — A budget process that requires each program to be justified from the ground up each fiscal year. Rather than using prior year funding levels automatically adjusted for growth or inflation, departments prepare base budget and decision package proposals.

GLOSSARY OF TERMS AND ACRONYMS continued

A/V	Audio/Visual
AA	Alterations and Additions
ACS	Arts Culture and Science
ADA	Americans with Disabilities Act
ADP	Average Daily Population
ALID	Arista Local Improvement District
ARRA	American Recovery and Reinvestment Act
ASTM	American Society for Testing and Materials
AVL	Auto Vehicle Location
AF	Acre Feet
BCC	Broomfield Community Center
BEDC	Broomfield Economic Development Corporation
BHA	Broomfield Housing Authority
BOE	Board of Equalization
BSAFE	Broomfield Substance and Alcohol Free Environment
BURA	Broomfield Urban Renewal Authority
CAC	Citizen's Assistance Center
CAFR	Comprehensive Annual financial Report
CASA	Court Appointed Special Advocates
CDBG	Community Development Block Grant
CDOT	Colorado Department of Transportation
CHRP	Children's Habilitation Residential Program
CIP	Capital Improvement Program
CMO	City and County Manager's Office
CO	Certificate of Occupancy
COBRA	Consolidated Omnibus Budget Reconciliation Act
HOPE	Helping our Families by Promoting Empowerment
HS	Human Services
HUD	U.S. Department of Housing and Urban Development
IGA	Intergovernmental Agreement
IPP	Industrial Pretreatment Program
IT	Information Technology
LEAP	Low Income Energy Assistance Program
COHID	Colorado Health Information Dataset
COPs	Certificates of Participation
CPSC	Consumer Product Safety Commission
CRO	Central Records Office
CSBG	Community Services Block Grant
CSU	Colorado State University
DA	District Attorney
DOH	Colorado Department of Housing
DRCOG	Denver Regional Council of Governments
DUI	Driving Under the Influence
EFT	Electronic Funds Transfer
EIS	Environmental Impact Statement
EPA	Environmental Protection Agency
EPSDT	Early Periodic Screening Diagnosis and Treatment
ET	Evap-Transpiration
FCS	Family and Children's Services
FMLA	Family and Medical Leave Act
FTE	Full-Time Equivalent Positions
FTP	File Transfer Protocol
GAAP	Generally Accepted Accounting Principles and Standards
GASB	Government Accounting Standards Board
GFOA	Government Finance Officers Association
GIS	Geographic Information System
GWTP	Great Western Treatment Plant
HCP	Healthcare Program for Children with Special Needs
HHS	Health and Human Services
PUD	Planned Unit Development
RFP	Request for Proposals
RTC	Residential Treatment Center
RTD	Regional Transportation District
SCFD	Scientific and Cultural Facilities District
SDP	Site Development Plan
SDWA	Safe Drinking Water Act

GLOSSARY OF TERMS AND ACRONYMS continued

LEED	Leadership in Energy and Environmental Design
LRFP	Long-Range Financial Plan
MFH	Multi-Family Homes
MG	Million Gallons
MGD	Millions Gallons Daily
MOW	Meals on Wheels
NATA	North Area Transportation Alliance
NCWCD	Northern Colorado Water Conservation District
NMTF	North Metro Task Force
NPDES	National Pollutant Discharge Elimination System
NSP	Neighborhood Stabilization Program
OSPB	Office of State Planning and Budgeting
OSPRT	Open Space, Parks, and Trails Master Plan
OSTAC	Open Space and Trails Advisory Committee
PBX	Private Branch Exchange
PDRC	Paul Derda Recreation Center
PH	Public Health
PRVs	Pressure Regulating Valves
PSSF	Promoting Safe and Stable Families
SEA	Services, Efforts, and Accomplishments
SEF	Service Expansion Fee
SFH	Single-Family Homes
SH	State Highway
SHRP	Strategic Highway Research Program
SIU	Significant Industrial Users
SRO	School Resource Officer
SSI	Social Security Income
STD	Sexually Transmitted Disease
SWAT	Special Weapons and Tactics
SWR	Service Work Request
TABOR	Taxpayers' Bill of Rights
TANF	Temporary Assistance to Needy Families
TBRA	Tenant-Based Rental Assistance
TE	Tap Equivalent
USR	Use by Special Review Plans
WIC	Women, Infants, and Children
WW	Wastewater
WWTP	Wastewater Treatment Plan