

2013-2014

BIENNIAL BUDGET

 JANUARY 2013





ADOPTED
2013-2014 | BIENNIAL
BUDGET

MAYOR AND CITY COUNCIL

Karen Weitkunat, Mayor
Kelly Ohlson, Mayor Pro Tem
Ben Marvel
Lisa Poppaw
Aislinn Kottwitz
Wade Troxell
Gerry Horak

CITY MANAGER

Darin Atteberry

CHIEF FINANCIAL OFFICER

Mike Beckstead

BUDGET AND PERFORMANCE MEASUREMENT MANAGER

Lawrence Pollack

INQUIRIES REGARDING THE ADOPTED 2013-2014 BIENNIAL BUDGET FOR THE CITY OF FORT COLLINS, OR REQUESTS FOR MAILING, SHOULD BE DIRECTED TO:

**City of Fort Collins
Budget & Research Office
P.O. Box 580
Fort Collins, Colorado 80522**

(970) 416-2439

This document is also available for review on the internet at www.fcgov.com/budget.

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Senior Budget & Research Analyst..... Dee Toplyn
Budget & Research Analyst.. Chris Martinez
Controller/Assistant Financial Officer. John Voss
Communications & Public Involvement Kim Newcomer
Graphics Specialist Ryan Burke
Financial Assistant.....Katie Wiggett

SERVICE AREA DIRECTORS:

Diane Jones, Deputy City Manager / City Manager's Office
Wendy Williams, Assistant City Manager / Community and Operations Services
Brian Janonis, Utilities Director / Utility Services
Bruce Hendee, Chief Sustainability Officer / Sustainability Services
John Hutto, Chief of Police / Police Services
Karen Cumbo, Director of PDT / Planning, Development and Transportation Services
Kelly DiMartino, Assistant to the City Manager / Employee and Communication Services
Mike Beckstead, Chief Financial Officer / Financial Services

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BUDGET PROCESS AND BASIS

The City Budget

The City provides a wide variety of services to over 144,000 residents. Municipal services are financed through a variety of taxes, fees, charges for service, and intergovernmental assistance. In order to plan for the delivery of effective services and efficiently manage the revenues which support those services, the City adopts a budget or financial plan.

Direction for the budget comes from many distinct sources. The State Constitution and the City Charter provide the basic legal requirements and time lines for the process. Council goals and public input provide the policy direction to respond to the needs of the community.

The fiscal year of the City is the calendar year. By Charter, the City may adopt budgets for a budget term of one or more fiscal year(s). Council has approved a two year budget term and will adopt a biennial budget for the years 2013 and 2014. Even though the budget is adopted for a two-year term, the State and City Charter require that prior to each fiscal year; an appropriation ordinance must be adopted to authorize budgeted expenditures for the coming fiscal year.

Budget Process

The intent of the process is more than just budget preparation and financial presentation of revenue and expenditures. The most important piece is the generation of a sound operational plan to serve the residents of the community.

The City of Fort Collins Charter establishes the time limits pertaining to the adoption of the budget. The budget process and schedule of development is designed to fit within the Charter mandate and to allow for active and early participation by the City Council and the service areas, with emphasis on public input.

The City's Financial and Management Policies guide preparation and long-range planning. The City Manager and Chief Financial Officer, along with the other executive directors, develop the guidelines, consistent with the policies, to be used for budget preparation. The aforementioned individuals are collectively referred to as the Budget Leadership Team. During the development of the budget, various department and division representatives may be called upon to provide their expertise. In addition, the City Council provides guidance during the budget preparation. The City's budget is developed from February through November every two years.

The City's 2013-2014 Biennial Budget was prepared using Budgeting for Outcomes (BFO)

For the 5th time the City has used a budgeting process called Budgeting for Outcomes (BFO). This process is a recommended best practice by the Government Finance Officers Association (GFOA). It is a systematic process driven by goals and performance, to provide information that relates budgeting to planning and results. Its purpose is to better align the services delivered by the City with the things that are most important to the community.



The process begins in February when the City Council decides the Outcomes/Result Areas that form the foundation of the budget. In March, departments develop multi-year revenue projections and enter them into our budgeting software called the Budget Analysis and Reporting Tool (BART). These revenue projections effectively set the "price of government"; the amount available for purchasing programs and services that will help achieve the key Outcomes/Result Areas decided by City Council.

For each Outcome a Result Team is created. The Result Teams are comprised of cross functional staff members and citizens. From February through April they prepare Result Maps and "Requests for Results" ("RFR") documents. The Result Map is a visual representation of the primary and secondary factors that will help achieve the desired results for the Outcome. The RFR document puts narrative to the Result Map, includes indicators to measure results, and contains purchasing strategies that define the types of budget requests (a.k.a. Offers) that the team would like to have submitted to them. These documents can be found at the end of each Outcome section of this document.

From April through June, City staff from all departments and divisions (a.k.a. Sellers) prepares the Offers in response to the RFR's. There is a greater focus this year on including performance measures in the Offers. Many of these measures will be included in two new management tools the City will use to monitor our progress toward defined targets and results. The first of these will be a quarterly Council Dashboard that will contain 30 to 40 high level, strategic metrics. The second will be a monthly BFO Performance Measurement report that is estimated to include 100 to 150 important measures. Links to the Offer detail for each Outcome can be read online at www.fcgov.com/budget.

During May and June the Seller's Offers are reviewed by the Result Teams. The teams work with the Sellers to refine their Offers to be as efficient and effective as possible. The Offers are then ranked and recommended for inclusion or omission from the City Manager's Recommended Budget, based upon the Offer's merits relative to the Outcome to which it was submitted and the resources available.

In July the Budget Leadership Team reviews all the recommendations by the Result Team and ultimately creates the City Manager's Recommended Budget. The Offers are listed in rank order of proposed funding in Drilling Platforms which are located near the beginning of each Outcome section of this document. The Offer summaries follow directly after the Drilling Platforms and, as stated above, all the detail of each Offer can be found on the City's web site.

The City Manager's Recommended Budget is submitted to City Council before the first Monday in September per City Charter requirements. The Recommended Budget is made available for public inspection at this time and information about it is published in the local newspaper for public review. In addition, two public hearings and several Council Work Sessions are held in September and October. The budget for the ensuing two-year budget term and the annual appropriation ordinance is adopted no later than November 30. A timeline of the budget process appears on the next page.

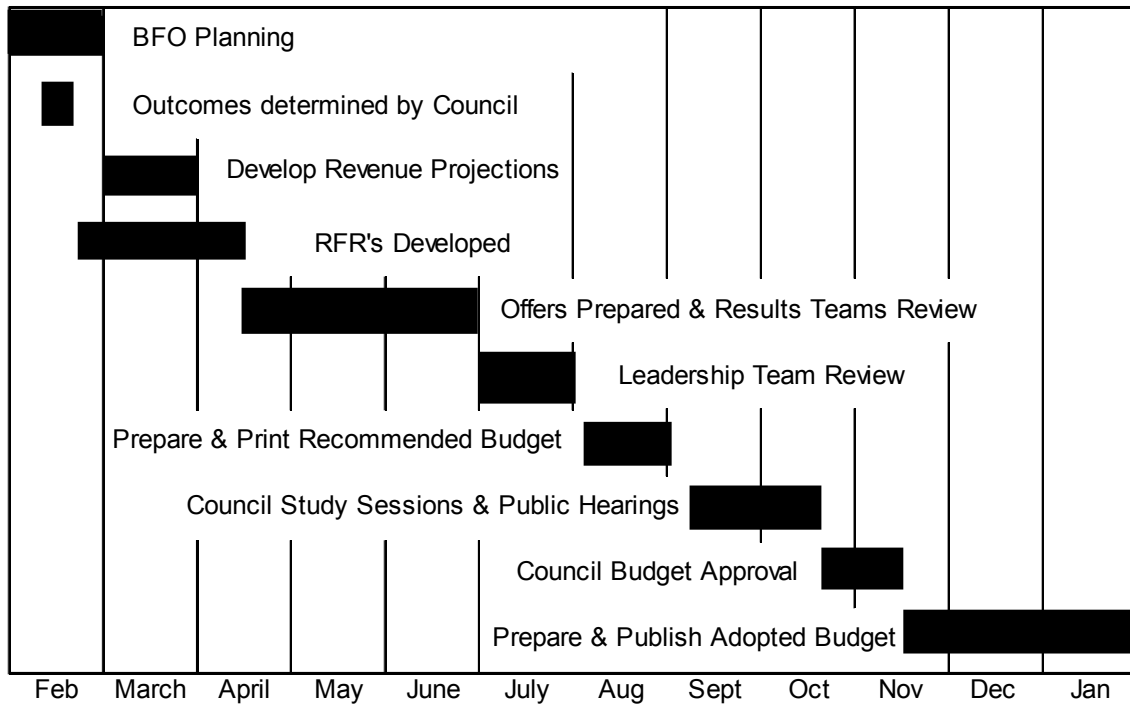
A budget exception process is conducted during the first fiscal year of the adopted budget term. Revenue and expenditure projections for the budget term are reviewed in July and if need be, adjusted. The City Manager may present any budget adjustment recommendations to the City Council in Work Sessions and then Council may amend the budget and, as required by the State and City Charter, appropriate or authorizes expenditures for the coming fiscal year.

There generally are two opportunities during the fiscal year for supplemental additions to the annual appropriation approved by Council. The first is usually adopted in March/April to re-appropriate funds from the previous years' ending balance for projects or obligations that were approved but not completed during the year. The second opportunity in the 2nd half of the year is used to fine-tune (clean-up) the current fiscal year for previously unforeseen events. In addition, if revenue is received

during the fiscal year from a source that was not anticipated at the time of budget adoption or appropriation for the fiscal year such as grants or implementation of a new fee, Council may appropriate that unanticipated revenue for expenditure when received anytime during the year.

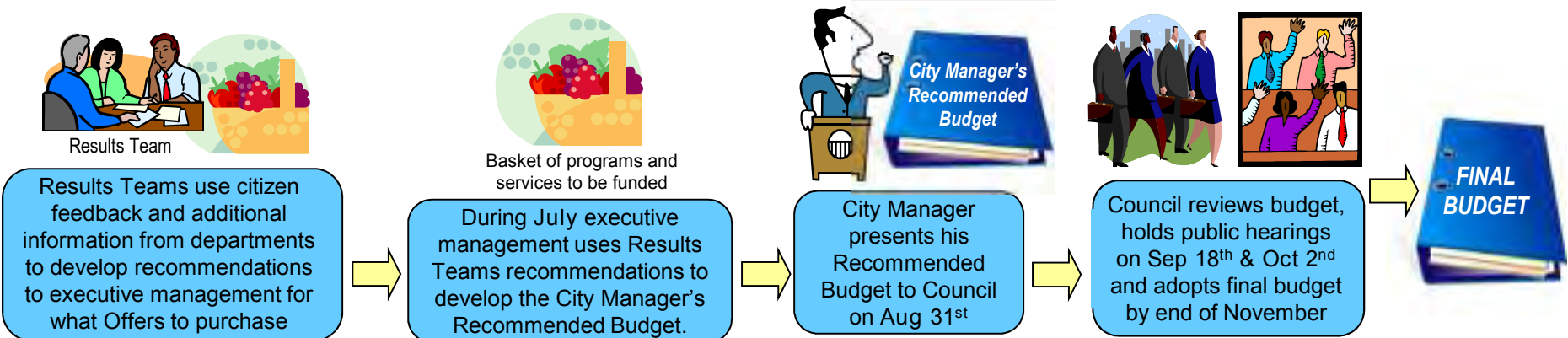
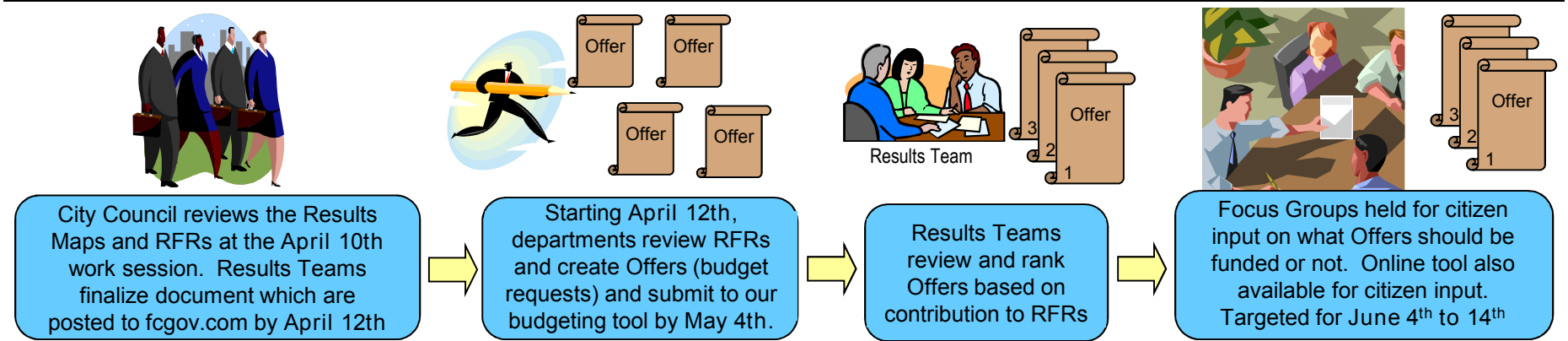
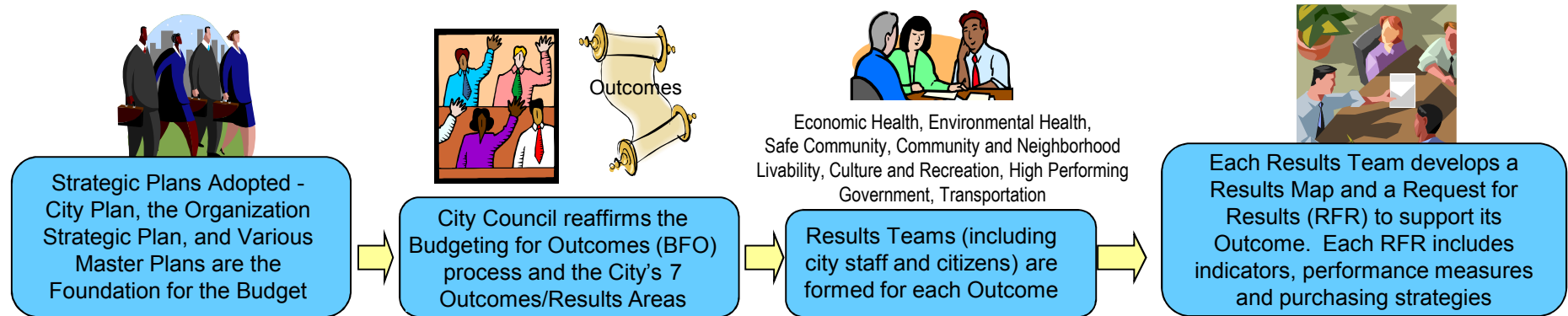
BUDGET PROCESS

2013-2014 Budget Preparation Schedule



The next few pages contain a visual overview of the Budgeting for Outcomes (BFO) process, as well as a list of budget terms and definitions for words you may find throughout this document.

City of Fort Collins 2012 Budgeting for Outcomes (BFO) Process



BUDGET TERMS

Accrual Basis

The basis of accounting under which revenues and expenses are recognized when they occur, rather than when collected or paid.

Administrative Charges

Allocates the cost of general administrative departments that are required to manage the City and provide support to all funds.

Ad Valorem Tax

Tax based on the Assessed Valuation of property. Also known as Property Taxes.

Appropriation

Legal authorization granted by City Council to make expenditures and incur obligations up to a specific dollar amount.

Appropriation Ordinance

An ordinance by which appropriations are made legal. It is the method by which the City Council authorizes expenditures for the subsequent fiscal year.

Assessed Valuation

Basis for determining property taxes. Assessor determines assessed valuation of real property by using a value percentage of the property's actual value. The percentage is determined by the State of Colorado.

Authority

A government or public agency created to perform a single function or a restricted group of related activities. An authority may be completely independent of other governments or partially dependent upon other governments for its creation, its financing, or the exercise of certain powers.

BART

Budget Analysis and Reporting Tool. Software developed internally by City staff for budgeting and reporting purposes.

Benchmark

A comparison of the actual performance of a service provided with cities providing a like service, a national standard, or an accepted best practice. Used as one element of performance measures.

Bond

Written promise to pay a specified sum of money, called the face value or principal, at a

specified date or dates in the future, called the maturity date(s), together with periodic interest at a specified rate.

Budget

Plan of financial operation, embodying an estimate of proposed expenditures for a given period and the proposed revenue estimates of financing them. Upon approval by Council, the budget appropriation ordinance is the legal basis for expenditures in the budget year.

Budgeting for Outcomes (BFO)

A system driven by goals and performance, to provide information that relates budgeting to planning and outputs/results. Its purpose is to better align the services delivered by the City with the things that are most important to the community.

Capital Outlay

Assets of significant value and having a useful life of several years. Capital assets are also referred to as fixed assets.

Capital Improvement Program

An annual, updated plan of capital expenditures for public facilities and infrastructure (buildings, streets, etc.), with estimated costs, sources of funding and timing of work over a period of time.

Capital Project

Projects involving the purchase or construction of capital assets. Often a capital project encompasses the purchase of land and the construction of a building or facility, or major street construction or reconstruction. Design, engineering or architectural fees are often a part of a capital project.

Capital Projects Fund

A fund created to account for financial resources and the payment of the acquisition or construction of capital assets such as public facilities, streets, etc.

Causal Factor

An important contributor to an outcome; provides one cause-effect link to a result within a results map. There are primary factors that directly impact a result and secondary (or causal) factors that impact a primary factor.

Causal Map

See Result Map

Classified Employee

An authorized, budgeted position which is included in the City Pay Plan. Classified employees may be either full-time (1.0 FTE consisting of a 40 hour work week or equivalent) or part-time (0.5 FTE or greater, with a work week of a minimum of 20 and a

maximum of 39 hours). These employees are covered by the City's Personnel Policies and Procedures Manual.

Certificates of Participation

Debt instrument used to acquire and construct major capital facilities and improvements. Through the Fort Collins Leasing Corporation, the City issues certificates of participation (COP's). The debt is secured by the constructed facilities and improvements, and debt service payments are made from the rents collected by the Leasing Corporation, based upon lease agreements between the City and the Corporation.

Contingency

An appropriation of funds to cover unforeseen expenditures which may occur during the budget year.

Debt Service

Payment of principal and interest related to long-term debt.

Depreciation

Expiration in the service life of fixed assets, attributable to wear and tear, deterioration, action of the physical elements, inadequacy, and obsolescence.

Drilling Platform

A rank ordering of all offers to achieve a certain result. It displays offers which offers are to be funded (bought) and which ones will not.

Encumbrances

Appropriations committed by contract for goods or services which will not be paid for until the next fiscal year.

Enterprise Fund

A fund established to account for operations that are financed and operated in a manner similar to private business enterprises - where the intent of the governing body is that the costs of providing goods or services to the general public on a continuing basis be financed or recovered primarily through user charges.

Expenditures

Cost of goods received or services offered.

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 and the results of its operations. The City of Fort Collins' fiscal year is January 1 through December 31.

Full-time Equivalent (FTE) Employee

The hourly equivalent of a full-time employee. An FTE can be made up of either one full-time employee or two or more part-time employees whose total hours equal 40 per week.

Fund

An accounting entity with revenues and expenditures which are segregated for the purpose of carrying on specific activities or attaining certain objectives in accordance with special regulations, restrictions or limitations.

Fund Balance

The balance remaining in a fund after expenditures have been subtracted from revenues.

General Fund

The fund used to account for all financial resources except those required to be accounted for in another fund. The General Fund provides a majority of city services to the residents of Fort Collins.

General Obligation Bond

Bonds which the full faith and credit of the issuing government are pledged for payment.

Grants

Contributions or gifts of cash or other assets from another government or agency to be used or expended for a specified purpose or activity.

Home Rule

Statutory and constitutional provisions which allow municipalities to exercise powers of local self-government such as the administration and collection of local taxes. The City of Fort Collins is a home rule municipality.

Hourly Employee

A City employee who fills a temporary or short-term position. Such employees provide contingency staffing for City operations during peak workloads, or to address temporary staffing needs. Hourly employees are paid on a per-hour basis, and receive limited benefits.

Impact Fees

Charge imposed on developers to offset the cost of infrastructure and related services that will have to be provided by local government.

Indicator

A measure that quantifies the achievement of a result.

Infrastructure

Facilities on which the continuance and growth of a community depend, such as streets, waterlines, etc.

Input Measure

The amount of resources invested, used or spent for services, products or activities.

Intergovernmental Revenue

Revenue from other governments (i.e., County, State, Federal) in the form of grants, entitlements, or shared revenues.

Internal Service Fund

A fund used to account for the financing of services provided by one department to other departments of the City. Internal Service Funds are usually operated like a business.

Lapsing Appropriation

An appropriation is made for a certain period of time, generally for the budget year. At the end of the specified period, any unexpended or unencumbered balance lapses or ends, unless otherwise provided by law.

Lease-Purchase Agreements

Contractual agreements which are termed "leases" but, which in substance, amount to purchase contracts, for equipment and machinery.

Maturity

The date on which the principal or stated value of investments or debt obligations are due and may be reclaimed.

Mill Levy

Rate applied to Assessed Valuation of property to determine property taxes. A mill is 1/10th of a penny, or \$1.00 of tax for each \$1,000 of assessed valuation. The City's maximum mill levy per City Charter, excluding debt service, is fifteen mills.

Modified Accrual Basis

Revenues are recorded as the amount becomes measurable and available.

Expenditures are recorded when the liability is incurred.

Net Operating Budget

Represents the amount of money necessary to provide for the day to day functions of city government. It does not include internal transfers between funds, nor does it include expenditures for debt service and capital projects.

Offer

A response to an Request for Result (RFR). A description of services, programs or initiatives that will produce a desired result. Multiple similar offers can be bundled within a package, but each offer is independently evaluated if it will be bought or not.

Ordinance

A formal legislative enactment by the Council. If it is not in conflict with any higher form of

law, such as a state statute or constitutional provision, it has the full force and effect of law within the boundaries of the city.

Outcome

A result. The effect that citizens want as a result of government programs and activities (e.g. safety is the result or outcome that citizens want from police and fire programs or activities).

Outcome Measure

The mathematical expression of the effect on customers, clients, the environment, or infrastructure that reflect the purpose.

Output Measure

The number of services, products, or activities produced or provided.

Performance Measure

Measurements that reflect the service that is being provided and permit objective evaluation of the service program.

Personnel Services

Salaries, salary driven costs, and compensated benefits for classified, unclassified, hourly, and seasonal employees.

PILOT (Payment in Lieu of Taxes)

An estimate of the amount of taxes that would be chargeable to a utility if owned privately.

Purchasing Strategies

A set of actions chosen to achieve an outcome. A strategy is based on an understanding of (or assumptions about) the cause – effect connection between specific actions and specific outcomes. “Being strategic” means choosing actions from among the options available that you believe will have the greatest or most direct effect on an outcome or multiple outcomes. They are proposals for services and programs the Results Teams want to see.

Quality Measure

The mathematical expression of how well the service, product or activity was delivered, based on characteristics important to the customers.

Request for Result (RFR)

Similar to a Request for Proposal (RFP) in the purchasing world, a written request to produce results following certain purchasing strategies. An RFR includes: a result statement, indicators, a result map, and purchasing strategies.

Reserve

A portion of a fund balance which has been legally segregated for a specific use.

Result

The effect desired for the public, expressed as broad statements. Also an outcome.

Result Map

A visual representation of causal factors that produce a result. Using words and images, it helps viewers understand the cause and effect between actions and the outcome. Backed by evidence, it quickly communicates what is known to work in accomplishing the outcome.

Result Team

Group of employees (could include citizens) that develops purchasing plans and requests for offers (results) for each priority. These teams also create a Result Map showing the factors that lead to or impact the result. These teams also rank the offers based on how they match the request for offers.

Resources

Total amounts available for appropriation including estimated revenues, fund transfers and beginning fund balances.

Revised Budget

Most recent estimate of revenue and expenditures including additional appropriations made throughout the year and encumbrances carried over from the prior year.

Seasonal Employee

A City employee who works for a department during a specific season or for a specific work project. Such employees are typically hired for positions which fluctuate significantly with the time of year or the specific nature of the work, such as summer recreation employees, or warm-weather construction employees. Such employment needs are typically cyclical, with the same general needs occurring each year.

Special Assessment

A 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 Assessment Fund

A fund used to account for the financing of public improvements or services deemed to benefit primarily the properties against which special assessments are levied.

Special Revenue Fund

A fund used to account for the proceeds of specific revenue sources that are legally restricted to be spent for specified purposes. An example is the Recreation Fund that collects fees from recreational users and is legally restricted to spend those fees for recreational purposes.

Supplemental Requests

Programs and services which departments would like to have added (in priority order) over their target budget, or if revenue received is greater than anticipated.

Tax Increment Financing (TIF)

A financing technique that requires creation of a district whose assessed property value is "frozen". The tax collected on the growth of the district's incremental, or property value over the "frozen" value, is used to finance capital improvements in the district.

Transfers

Legally authorized intra-city transfers of appropriations from one City fund to another City fund. Revenue and expenditures are accounted for in both funds. For example, sales and use taxes are collected in the Sales and Use Tax Fund and recorded as revenue. The taxes are then expensed in the Sales and Use Tax Fund as transfers to various other funds. In the receiving fund the transfer is accounted for as revenues and, when spent, again accounted for as an expense.

Unclassified Employee

An employee who is not a part of the City's pay and classification system. This includes either Unclassified Management Employees, or Hourly/Seasonal employees.

Undesignated Fund Balance

A portion of a fund balance that has not been designated or reserved for any specific use.

User Fees

The payment of a fee for direct receipt of a public service by the party benefiting from the service.

Fort Collins Facts

OVERVIEW

- Fort Collins was founded as a military fort in 1864 and incorporated as a town in 1873.
- Fort Collins is a home rule city with a Council/Manager form of government.
- The Council is made up of six district council members who are elected for a four-year term and a Mayor who is elected at-large for a two-year term.
- This rapidly urbanizing community operates under a sophisticated and comprehensive development plan and is a full-service city.
- Fort Collins is home to Colorado State University and an outstanding public school system, Poudre School District.
- Fort Collins continues to reinvest in community improvements. Keep Fort Collins Great (KFCG) joins other initiatives such as Building Community Choices (1997) and Building on Basics (2005) to fund services and programs the citizens of Fort Collins value. Through 2021, the City of Fort Collins will develop road improvement projects, increase staff and facilities for our emergency responders, support the diverse needs in our Parks and Recreation Department, and address other community priorities.

LOCATION & CLIMATE

- Fort Collins is nestled against the foothills of the Rocky Mountains, along the banks of the Cache La Poudre River.
- The city lies approximately 5,000 feet above sea level.
- Residents enjoy a moderate, four-season climate with an average of 300 days of sunshine and 14.5 inches of precipitation a year.
- Fort Collins encompasses 55.58 square miles (2011).

GENERAL POPULATION

- Fort Collins has a population of 143,986 residents (April 2010, includes CSU students).
- The total population growth since the year 2000 has been 21.4 percent. (2010)
- There are 60,503 housing units in the city (April 2010)
- Median age is 29.2 (2010).
- Median family income is \$69,073 (family of four) (2010).
- Education levels are high – 94% of the population have at least a high school degree, while 52.3 percent of the population (ages 25 years and older) have completed four or more years of college (2010).
- Colorado State University enrollment is 26,800 students (Fall 2012).

ECONOMY

- The Larimer County unemployment rate is 6.3 percent (December 2011).
- The City/State has a combined sales tax rate of 7.35 percent.
- The City sales tax rate of 3.85 percent is among the lowest in Colorado.
- The residential property tax rate is 7.96 percent.
- The business property tax rate is 29 percent.

PARKS, RECREATION & NATURAL AREAS

- The City maintains more than 900 acres of parks, 36,000 acres of natural areas, and 105 miles of recreational trails.
- There are three golf courses, a racquet center, four swimming pools, two ice rinks, a horticulture center and two community centers.
- The Fort Collins Senior Center includes a pool, spa, gymnasium, track, billiards, crafts and a community media center/library.
- The Northside Aztlan Community Center includes a triple gymnasium complex, elevated running track, fitness area, spinning studio, locker rooms, meeting space and kitchen.

CULTURE

- The Fort Collins Museum of Discovery opened in November 2012! It is the first museum in the country to place exhibits in the context of both science and history through hands-on and artifact based experiences. FCMoD expects LEED Platinum certification within a year of opening.
- The Lincoln Center hosts more than 300 performances annually, including professional theater, dance and music performances, as well as visual arts displays and children's programs. The center reopened in 2012 after undergoing a renovation and expansion to accommodate even more cultural activities.
- Hundreds of events are offered annually by CSU, more than 20 local theater and performing arts companies, and more than 20 fine arts galleries.

UTILITIES & TRANSPORTATION

- Fort Collins provides electric, water, wastewater and stormwater utilities to customers.
- It has the second-largest municipal electric system in Colorado, with electric rates ranking among the lowest in the state and in the nation.
- Fort Collins Utilities was first in Colorado and among the first in the county to offer wind energy to its customers.
- Fort Collins continually meets or surpasses all state and federal water quality standards.
- The City maintains a total of 540 street miles (2011).
- MAX Bus Rapid Transit system began construction. \$87 million project, largest infrastructure project in the history of Fort Collins. Service will begin in early 2014
- Fort Collins supports multiple transportation options including 21 bus routes and 280+ miles of on-street and off-street trails for pedestrians and bicycles.

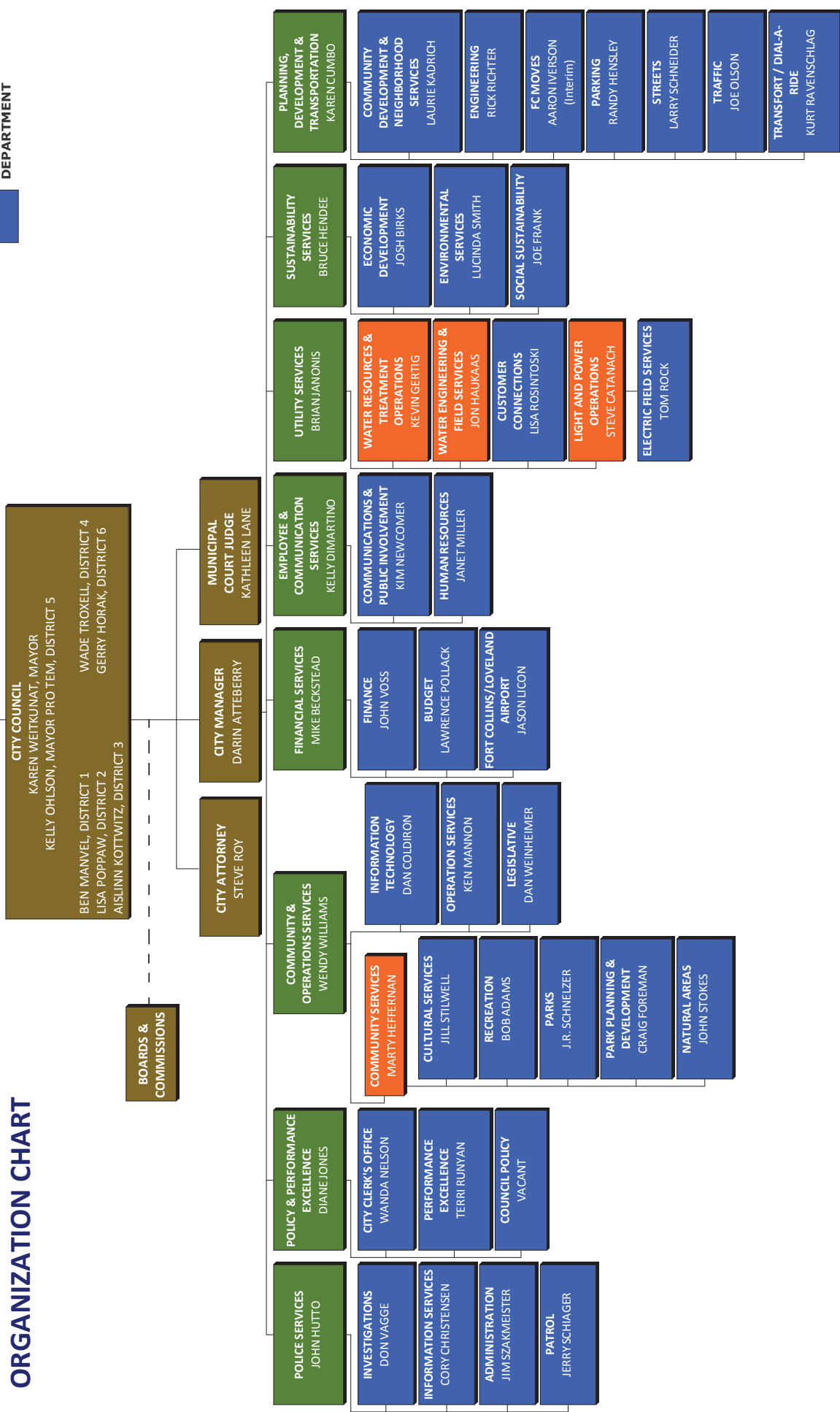
- The Fort Collins/Loveland Municipal Airport is jointly owned by the cities of Fort Collins and Loveland. With more than 1,100 acres, the airport serves the private, corporate and commercial aviation needs of the Northern Front Range, as well as charter flights.

HONORS & AWARDS

- Top Downtown in the Country: Livability.com - November 2012
- One of the Ten Best Vacation Cities for Beer Lovers: Yahoo! Travel.com - July 2012
- 3rd Best Places to Do Business list: Forbes.com - June 2012
- 11th on America's Top 50 Bike-Friendly Cities: Bicycle Magazine - May 2012
- Top 10 Best Places to Retire: CBS Money Watch - February 2012
- Bronze level Walk Friendly Community: Walk Friendly Communities, 2012
- 1st Safest Drivers in America: Allstate Insurance Company - September 2011
- 3rd on the Best Bicycle Cities list: League of American Bicyclists and TheStreet.com - August 2011
- 5th Best Places for Business and Careers: Forbes - June 2011
- One of the Top 10 Cities Adopting Smart Grid Technology: U.S. News and World Report - May 2011
- Third Happiest Metro Region, Fort Collins-Loveland, CO: Gallup-Healthways Well-Being Index - March 2011



ORGANIZATION CHART





To Mayor Weitkunat & City Council Members:

It is my pleasure to present to you the 2013–2014 City of Fort Collins Budget. This biennial budget represents the work of many dedicated City staff and citizens who came together to participate in the budget process. In 2012, the City again used the Budgeting for Outcomes (BFO) process. This was our fifth budget cycle using the process which has a number of advantages over traditional budgeting approaches, including:

- Much greater transparency into the choices of services and programs provided to the community
- Allocating revenues to the highest priorities and outcomes citizens want and need
- Citizen participation through feedback on what should and shouldn't be funded, as well as being Result Team members
- Emphasizing organizational accountability, efficiency, innovation and partnership

Key Results/Desired Outcomes

The 2013-2014 Budget is a financial and service plan linked to the seven Council-approved outcomes and results that matter most to our citizens:

Result Area/Outcome	Description
Community & Neighborhood Livability	Fort Collins provides a high quality built environment and supports quality, diverse neighborhoods
Culture and Recreation	Fort Collins provides diverse cultural and recreational amenities
Economic Health	Fort Collins promotes a healthy, sustainable economy reflecting community values
Environmental Health	Fort Collins promotes, protects, and enhances a healthy and sustainable environment
High Performing Government	Fort Collins exemplifies an efficient, innovative, transparent, effective and collaborative city government
Safe Community	Fort Collins provides a safe place to live, work, learn, and play
Transportation	Fort Collins provides for safe and reliable multi-modal travel to, from, and throughout the city

Budget Highlights

The 2013-2014 Budget is reflective of, and responsive to, community needs and Council priorities. For the first time since implementing the Budgeting for Outcomes process, we prioritized enhanced programs and services instead of making cuts and service reductions. At the same time, this budget maintains a strong focus on efficiency and effectiveness.

The 2013-2014 Budget aligns resources to provide quality core services and to implement key projects and initiatives that further our vision of being a world-class community.

The positive budget outlook is in large part due to the Keep Fort Collins Great (KFCG) tax measure passed by the voters in 2010, which adds approximately \$20 million annually to maintain services such as police, fire, street maintenance, transportation, parks maintenance, recreation, and other community priorities. Additionally, the overall economy is improving, albeit slowly, which is contributing to flat to moderate growth in most revenue sources. After declining in 2008 through 2010, the General Fund portion of Development Review fee revenue increased by 26.4% in 2011 over 2010. Likewise, Net taxable sales grew at 5.5% in 2011 and 5.7% in 2012. As we return to a more normal economic base, year over year revenue growth is anticipated to return to more moderate growth rates in 2013 and 2014. The overall modest revenue growth along with the revenue generated by the Keep Fort Collins Great tax initiative have enabled this budget to look at including enhanced services and programs for the community while making sure to keep tight control of ongoing expenses.

Some key highlights of the 2013-2014 Budget include:

1. The total budget for all City funds for 2013 is \$484.9 million and for 2014 is \$488.6 million. This includes the appropriations for the Urban Renewal Authority and the General Improvement District #1.
2. Staff has forecasted moderate General Fund revenue growth for 2013-2014. Specifically, sales tax is projected to increase by 2.9% over the 2012 amended budget in 2013 and 2.6% in 2014. Use tax is projected to decrease by 1.1% over the 2012 amended budget in 2013 and then increase by 3.0% in 2014 (excluding Economic Health Partnership programs).
3. The budget uses a limited amount of General Fund reserves which support one-time projects. All fund balances exceed the minimum reserve policies established by the City Council and as otherwise required by State law.
4. Electric rates are proposed to increase 4.33% in 2013 and 3.5% in 2014 primarily due to increased power supply costs from Platte River Power Authority; there is a 0.5% increase in both 2013 and 2014 for renewable energy.
5. Water rates are proposed to increase 4.0% in both 2013 and 2014. All of the 2013 rate increase and 1.0% of the 2014 increase are due to fire mitigation efforts relative to the High Park fire.
6. Wastewater rates are proposed to not increase in 2013 and increase by 3.0% in 2014.
7. No stormwater rate increases are proposed in this budget.
8. Salary adjustments are planned based on an average 2.76% increase in 2013 and average 2.0% increase in 2014. Salary adjustments will vary by staff based on performance and market movement.

9. The budget includes a 29.64 FTE increase in 2013 with an additional 1.25 FTE in 2014. The majority of that staffing occurs in Development Review (4.5 FTE), funded from user fees to support increased demands in that area; Police (7.0 FTE), primarily from KFCG resources; and Information Technology (6.0 FTE) to support significant projects like MAX Bus Rapid Transit (BRT) and Advanced Metering Infrastructure (AMI). The remaining increases are from various additions within internal support services, including Human Resources, Finance, and the City Attorney's Office, as well as other community services.

In the 2013-2014 Budget Overview section that follows you will find more detailed information about the budget assumptions which we used in developing the biennial budget, as well as more detailed information about revenues which will support this budget plan.

This budget process was challenging, in a good way, as we considered trade-offs between numerous innovative ideas and enhanced service options. I believe the end product achieves a good balance across priorities, and delivers on the quality services that our community expects and deserves.

In closing, I want to convey my true appreciation to City staff for their hard work, commitment and innovation, to citizen Result Team members for volunteering significant time, energy and expertise, and to the Mayor and City Council for your leadership, commitment and partnership.

Respectfully submitted,



Darin A. Atteberry
City Manager

2013-2014 Budget Overview

Economic Outlook

After a significant economic decline in 2008 and 2009 the local and national economy began a slow recovery in 2010. After several years of very slow growth on a national level, economists continue to forecast sluggish growth for 2013. Several global events including the debt crisis in Europe and declining growth in emerging countries cause continued uncertainty of a sustained and robust recovery.

The local economy has outperformed the national economy and has been growing significantly since 2010. Local unemployment peaked in the first quarter of 2011 at 9.3% declining to 6.1% in the third quarter of 2012. Net taxable sales grew at 5.5% in 2011 and 5.7% through December of 2012. Sales and Use Tax revenue in 2012 will exceed the amount received in 2007, the year of the highest historical Sales and Use Tax receipts. In 2012 new residential permit unit volume increased by 64% over 2011.

The sluggish national economy and global uncertainty tempers the local growth assumptions given the potential for these factors to negatively impact local economic conditions.

The 2013-2014 Budget, therefore, includes modest assumptions for growth that reflect a cautiously optimistic outlook for the next two years. The budget assumes conditions will not worsen and moderate growth in economic activity during the two year budget period. This outlook is reflected in the assumptions used to estimate revenues as detailed below.

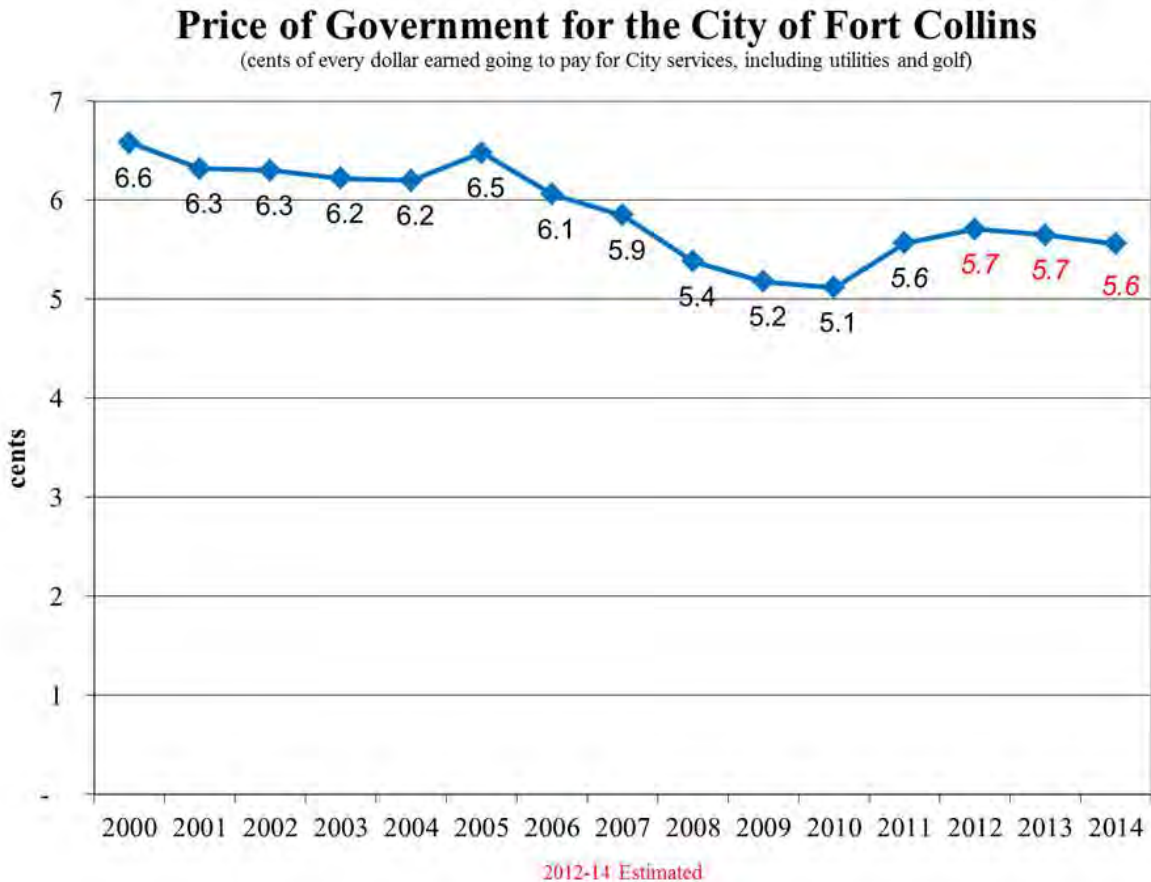
Price of Government

For the fifth time, the City has used a process known as Budgeting for Outcomes to prepare the 2013-2014 Biennial Budget. By utilizing Budgeting for Outcomes the organization addresses the fundamental question, “How can citizens get the most value for the taxes and fees they pay?”

While reviewing the budget, it is helpful to keep in mind the concept of the “price of government.” This concept in the Budgeting for Outcomes process involves examining how much residents pay for all City Services compared to the income in the community. This analysis provides the City with the opportunity to compare on an annual basis what Fort Collins residents pay for services.

For the past 50 years, Americans have spent approximately the equivalent of 35 cents of every dollar of annual personal income to buy services from their local, state and federal governments. Of the 35 cents, twenty cents has historically been allocated to services from the federal government, 8 cents to state government services, and 7 cents to local government services.

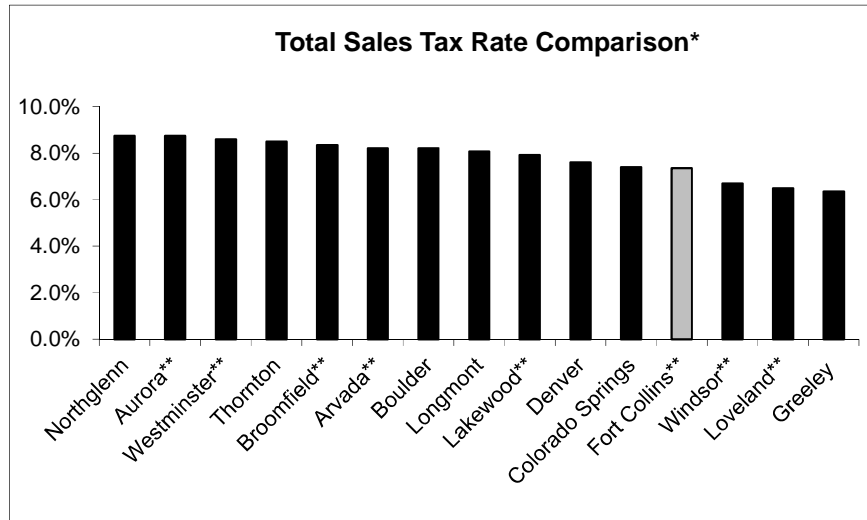
In Fort Collins, citizens have spent approximately 5.7 cents or less of each dollar earned on City services since 2008



City services and facilities are supported by taxes and fees. While the types of taxes (sales, use and property) and fees (impact fees such as Parkland Development fees and user fees such as fees for a round of golf) may vary, total Fort Collins taxes and fees compare favorably with other Colorado communities.

Sales Tax Rate Comparison

Of the rates and fees that are part of the Price of Government calculation, it is important to pay particular attention to the combined sales and use tax which generates 54% of governmental revenue (excluding transfers). Fort Collins Voters approved a .85% increase in the City sales tax rate in 2010 under an initiative called Keep Fort Collins Great (KFCG). The City sales tax rate increased from 3.0% to 3.85%. The overall sales tax rate in Fort Collins is 7.35% including the county and state sales tax rates. The following table shows the total sales tax rate of the City compared with other Front Range cities and illustrates the City still has one of the lowest sales tax rates along the Front Range.

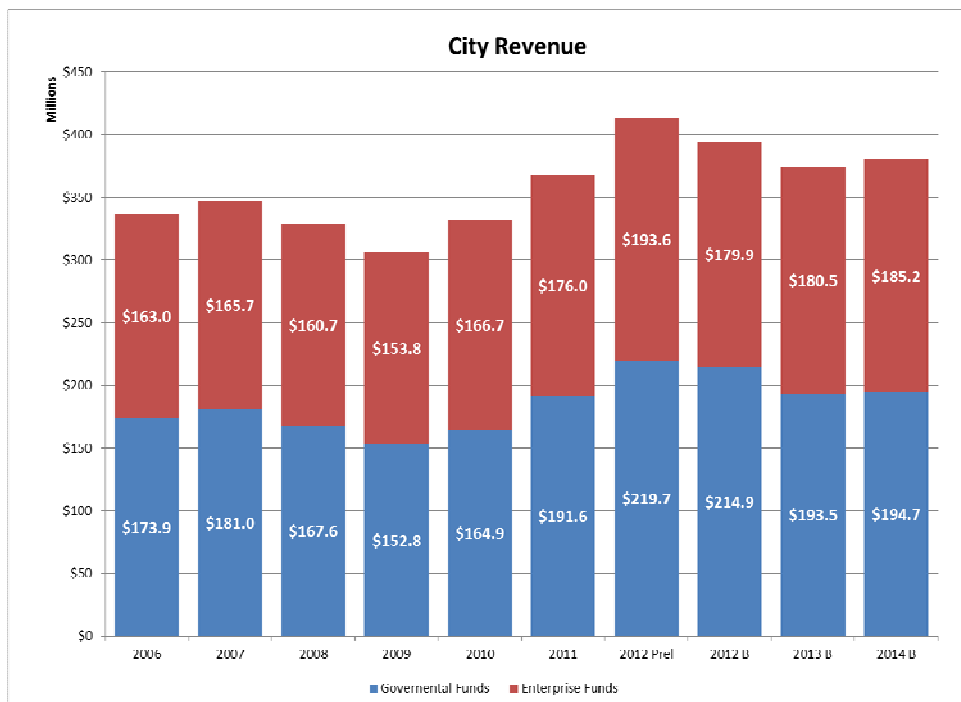


* Includes all city, county, state, and special district taxes with data as of August 2012.

**These jurisdictions have multiple tax rates depending on location because of special districts, public improvement fees, and/or they are located in multiple counties.

2013-2014 Revenue

The 2013-2014 Budget includes a wide variety of funding sources, many with restrictions and dedications that make allocating resources very complex. This section provides an overview of some of the key funds and revenue sources which make up the overall budget.



* This chart only includes Governmental Funds and Enterprise Funds. The amounts will be slightly different from the net revenue on the Revenue Summary table which includes all City funds.

Governmental Revenue

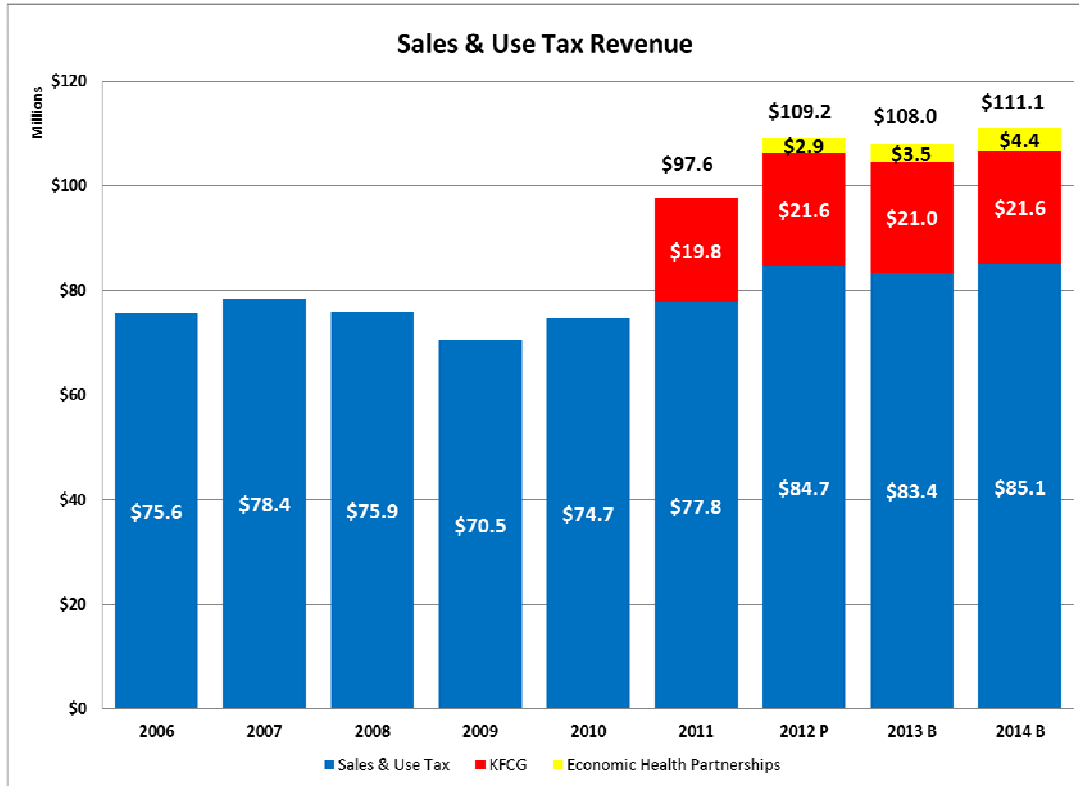
Governmental revenue includes all revenue except those collected from rates that support enterprise operations such as utilities and golf. Revenues supporting civic operations come from multiple sources. Revenue growth assumptions for each revenue source are described below.

- **Sales Tax**
Sales tax revenue accounts for approximately 50% of the General Fund revenue collected annually. The budget assumes an increase in sales tax in the General Fund of 2.9% over the 2012 amended budget in 2013 and 2.6% in 2014.
- **Use Tax**
Use tax accounts for about 7% of the General Fund revenue collected annually (excluding use tax specifically for Economic Health Partnership programs). Use tax in the General Fund is projected to decrease by 1.1% over the 2012 amended budget in 2013 and then increase by 3.0% in 2014 (excluding Economic Health Partnership programs).
- **Property Tax**
Property Tax revenues make up about 15% of the General Fund revenue. Larimer County has indicated that in 2013 property tax revenues will remain similar to or slightly below 2012.
- **Payments in Lieu of Taxes (PILOT)**
PILOTs are collected by all City-owned utilities except Stormwater. These payments account for about 8% of the General Fund revenue collected annually. As a result of increased Utility sales and modest rate increases, this revenue stream is projected to increase by 4.8% in 2013 over the original 2012 budget and 3.7% in 2014.
- **User Charges/Fees**
This category includes park fees, development fees, administrative charges, court costs, etc. This revenue source accounts for about 6% of the General Fund revenue collected annually. These fees are projected to have moderate growth over the 2011-12 budget.

Sales and Use Tax Trends

Sales and Use tax receipts declined from the 2007 high by (3.1%) in 2008 and (7.1%) in 2009. Receipts have increased 5.9% in 2010 and 4.1% in 2011 excluding the additional revenue associated with Keep Fort Collins Great tax. Sales and Use tax receipts increased 10.7% in 2012 over 2011 excluding one-time Use tax revenue associated with Economic Health Partnership programs. It is important to note that 2012 had a full year of the KFCG sales tax increase while 2011 only had 11 months of activity since January sales tax is received in February.

A more moderate increase in Sales tax is forecasted for the coming years as described earlier. In addition to the forecasted increases, the 2013-2014 forecast below includes one-time Use tax revenue associated with existing and potential Economic Health Partnership programs. These programs are performance based and will generate revenue equal to expenditures. Both revenue and expenditures are included in the overall budget.



Enterprise Funds & Proposed Utility Rates

The City’s Enterprise Funds are those funds that provide services based on fees. These services include Electric, Water, Wastewater, and Stormwater. There was a conscious effort to minimize utility rate increases in the 2013-2014 Budget. The majority of rate increases are from two sources as explained below.

- Electric**
 Electric rates are proposed to increase 4.33% in 2013 and 3.5% in 2014 primarily due to increased power supply costs from Platte River Power Authority (PRPA) which the City purchases and then distributes it to our customers. Also, there is a 0.5% increase in both 2013 and 2014 for renewable energy. The 2013-14 electric rate increases are system averages and will vary by rate class and customer.
- Water**
 Water rates are proposed to increase 4.0% in both 2013 and 2014. All of the 2013 rate increase and 1.0% of the 2014 increase are due to fire mitigation efforts relative to the High Park fire.

- **Wastewater**
Wastewater rates are proposed to have no increase in 2013 and a 3.0% in 2014.
- **Stormwater**
No stormwater rate increases are proposed in this budget.

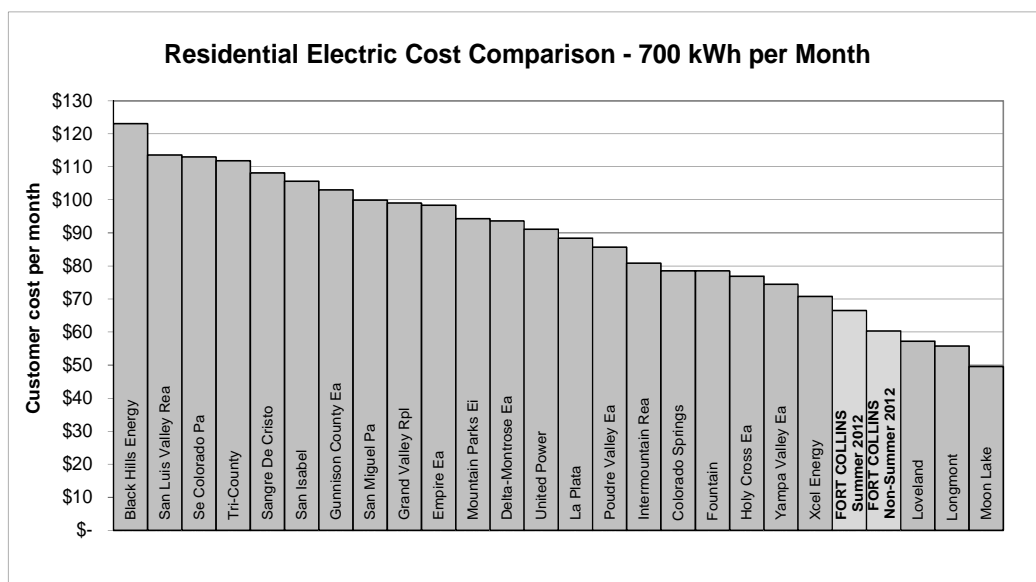
The following table is a summary of 2011-12 actual average rates and the 2013-14 proposed average rates.

Proposed Utility Rates				
	Actual 2011	Actual 2012	Budget 2013	Budget 2014
Electric	6.5%	8.3%	4.33%*	3.5%*
Water	3.0%	6.0%	4.0%**	4.0%
Wastewater	9.0%	8.0%	0.0%	3.0%
Stormwater	0.0%	0.0%	0.0%	0.0%

* PRPA pass through plus 0.5% for Renewable Energy in both 2013 & 2014
 ** 2013 includes 4% Fire Mitigation, 2014 includes 1% Fire Mitigation

Residential Electric Cost Comparison

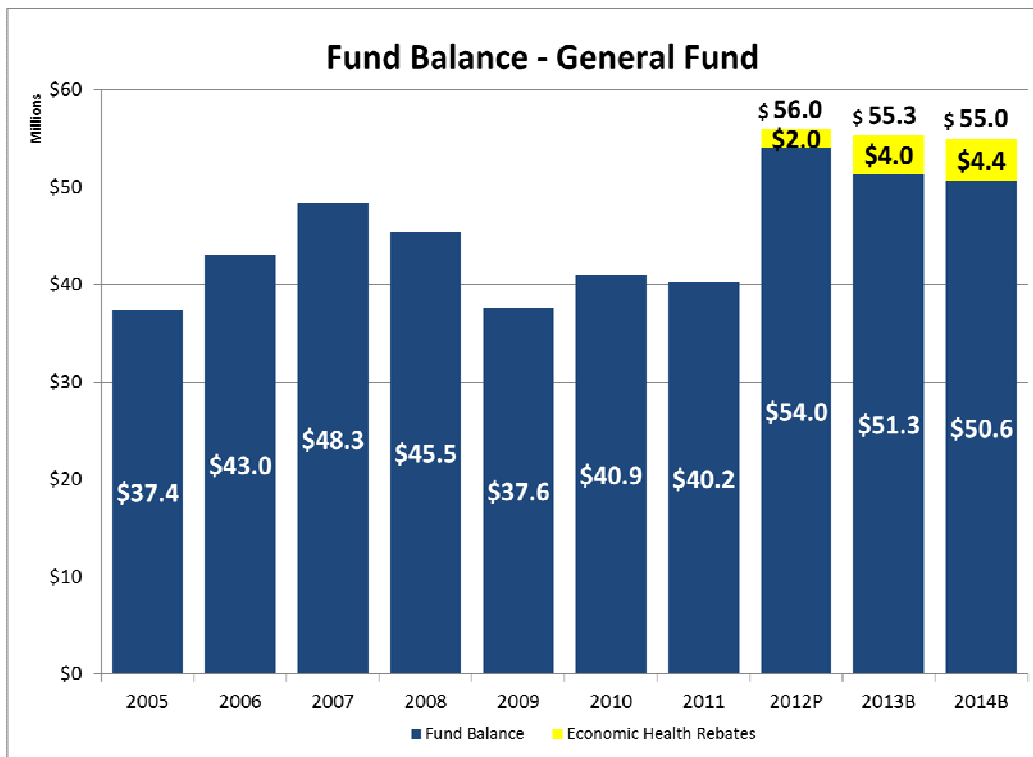
The following table shows comparable electric rates among Fort Collins and other electric utilities in the area for 700 kilowatt hours (kWh) of residential usage. Fort Collins continues to have one of the lowest electric rates in the state.



* Colorado utilities with more than 7500 residential meters
 ** Source: Colorado Association of Municipal Utilities, January 2012 data
 *** Note: Fort Collins seasonal tiered rate was effective 2/1/2012. Other utilities also have higher rates in the summer.

2013-2014 Reserve and Other One-Time Funding Sources

The General Fund continues to have a healthy fund balance. The portion of the graph below that is in yellow represents use tax to be received from specific economic health partnership agreements that will be paid out the following year. The blue bars reflect the true General Fund balance. That balance is proposed to decline due to conservative 2012 revenue and expenditure forecasts, specific use of 2012 reserves for one-time projects in 2013 and 2014, and dedicated uses of reserves for which sub-reserves exist (e.g. camera radar reserve). The 2014 ending fund balance exceeds City policy minimums.



There are various uses of reserves in this budget to primarily fund one-time projects, capital replacement and capital projects. The table below shows where reserves are being used to fund ongoing expenses. The majority of these reserves are summarized into two categories. First, the General Fund reserves from dedicated sources funds specific Police Services programs that are pilot projects for which permanent funding has yet to be identified or reserve funds have previously been set aside to support programs such as Traffic Enforcement. Second, the use of KFCG reserves was incorporated into the budget at Council's direction.

2013-2014 Budget Reserves Funding Ongoing Expenses

Fund	Ongoing 2013	Ongoing 2014
General Fund - from dedicated source	438,962	508,718
General Fund - unrestricted	55,850	147,636
KFCG Street Maintenance & Repair	372,606	0
KFCG Other Transportation	278,510	0
KFCG Police	879,284	773,744
KFCG Parks & Recreation	123,757	173,135
Cemeteries Fund	55,565	57,426
Transit Fund	125,000	125,000
Golf Fund	50,000	50,000
Light & Power Fund	0	250,000
Urban Renewal Authority	0	263,312
Total Reserves Used for Ongoing Expenses	2,379,534	2,348,971

Overall City fund balances remain healthy and above local and state requirements for minimum fund balances. The City closely monitors fund balance relative to economic conditions and forecasts. The chart below summarizes the change in major fund balances based on the impact of the 2013-2014 Budget.

FUND	Fund Balance 12/31/12	Fund Balance 12/31/13	Fund Balance 12/31/14
General Fund	55,990,588	55,338,627	54,978,750
Keep Fort Collins Great	11,132,396	9,539,226	9,383,762
Transportation Fund	13,748,451	13,411,247	13,274,475
Capital Projects Fund	4,593,197	1,657,257	1,310,527
Other Governmental Funds	36,687,785	34,006,560	34,329,706
Light & Power Fund *	177,129,273	185,011,443	183,737,496
Water Fund *	255,604,963	258,520,225	261,238,480
Wastewater Fund *	141,134,953	143,173,220	144,535,600
Stormwater Fund *	96,567,169	102,832,806	109,099,337
Internal Service Funds	22,949,950	20,522,603	19,147,662
Other Funds	31,223,052	30,840,386	29,329,481
Total	846,761,777	854,853,600	860,365,276

Note: Fund balance is composed of unrestricted, restricted, and non-liquid assets. The fund balance of funds with an asterisk include non-liquid capital assets in the amount of \$588,741,368.

Building Community Choices (BCC) – Community Enhancements

All of the projects included in the Building Community Choices – Community Enhancements tax initiative have been completed and as stated in the ballot language, “any excess revenues generated by the tax shall be used for such capital projects as may be approved by the City Council”. There is approximately \$4.2M remaining which is included in the 2013-2014 Budget to fund the following:

- North College Improvements – Phase III:	\$1.9M
- Natural Resources Resource Center Overpass:	1.2
- Mulberry Bridge Design:	0.7
- Downtown Poudre River recreation, habitat and Stormwater improvements:	0.3
- Community Gateways:	<u>0.1</u>
	\$4.2M

Building on Basics (BOB)

Some of the final projects included in the Building on Basics tax initiative are included in the 2013-2014 Budget. Those projects and the combined 2013-2014 costs are as follows:

- Senior Center Expansion:	\$4.7M
- Contribution for Senior Center from Recreation Fund	0.5
- Timberline Road Improvements (Drake to Prospect):	3.5
- Intersection Improvements and Traffic Signals:	0.8
- Pedestrian Plan & Disability Access Improvements:	0.6
- Bicycle Plan Implementation:	<u>0.3</u>
	\$10.4M

Total 2013-2014 Budget Summary

The 2013-2014 Biennial Budget includes the revenue generated by the Keep Fort Collins Great (KFCG) 2010 ballot initiative. The rate for sales and use taxes earmarked for general operations remains 2.25%; the .85% for KFCG and the other three .25% voter approved tax initiatives are available for the various restricted purposes listed in the ballot language. The property tax rate remains unchanged since 1992 at 9.797 mills.

The total budget for all City funds for 2013 is \$484.9 million and for 2014 is \$488.6 million.

The Net City Budget (the budget excluding internal transfers and charges) for 2013 is proposed to increase 7.0% compared to the 2012 Net City Budget. For 2014, the budget will increase 1.0% over the 2013 Net City Budget. There are several factors driving the increase. First is the impact of inflation which accounts for about \$8M of the increase. The second contributor is capital projects which accounts for over \$9M of the increase. The detail of those capital projects can be found in the Capital Section of this document Economic Health Partnerships are a third factor and account for about \$2M. Another \$3M

comes from the Council direction to use KFCG reserves and the balance comes from various reserves being used to fund a wide variety of enhancements included in the 2013-2014 Budget.

The following table compares the adopted 2012 budget with the 2013-2014 Budget, including the net operating budgets, capital improvement budgets and debt service:

TOTAL BUDGET (in millions)					
	Adopted				
	2012 **	2013	% Change	2014	% Change
Operating	\$410.4	\$432.5	5.4%	\$441.5	2.1%
Debt	\$23.2	\$21.2	-8.6%	\$20.5	-3.3%
Capital***	\$22.1	\$31.2	41.2%	\$26.6	-14.7%
Total City Appropriations*	\$455.7	\$484.9	6.4%	\$488.6	0.8%
Less Internal Service Funds	-\$56.2	-\$55.9	-0.5%	-\$57.5	2.9%
Less Transfers to Other Funds	-\$37.0	-\$41.1	11.1%	-\$39.2	-4.6%
Net City Budget	\$362.5	\$387.9	7.0%	\$391.9	1.0%

* This includes GID and URA which are appropriated in separate ordinances.
 ** 2012 is the Adopted budget and is not shown on the summary schedules.
 *** Capital dollars reflect non-lapsing capital project budgets.

General Fund

The total General Fund appropriations for 2013 are \$112.9 million and \$116.7 million in 2014. The 2013 budget is \$8.7 million higher than the 2012 adopted budget of \$104.2 million and is driven by the following:

- Forecasted inflation including salary adjustments (\$2.3M)
- Economic Health Partnerships (\$2.1M)
- Reserves for one-time enhancements (\$2.3M)
- COP debt refinancing payments (\$0.8M)
- PFA - SW Annexation, 2012 budget revisions and 2013 enhancements (\$0.6M)
- Other enhancements including FTE increases (\$0.6M)

2013–2014 Budget Priorities and Highlights

The 2013-2014 Budget takes into account available resources and allocates revenues to the highest priorities. The objective is to fund the services and programs that are most likely to achieve the seven key results identified by Council:

- Economic Health
- Environmental Health
- Safe Community
- Community and Neighborhood Livability
- Culture and Recreation
- High Performing Government
- Transportation

Several key themes guided the development of the 2013-2014 Budget including:

1. Focus on City Council and community priorities.

This budget continues to place a high priority on the programs and services that mean most to citizens and City Council. This information is obtained through the citizen survey, online budget input, and Council feedback.

2. Focus on Efficiency, Effectiveness & Elegance

Current levels of service are monitored closely to ensure those budgets increased at or less than estimated inflation of 2%. To enhance the visibility of the effectiveness of the City provided programs and services there was a greater focus on performance measures in the budget requests. A monthly BFO Performance Measurement Report will be kicked off in 2013 to monitor the City's progress toward stated goals and be used as a management tool.

3. Keep Fort Collins Great (KFCG)

With the revenue generated by the KFCG ballot initiative, the City continues to be able to fund key services that are important to the community. This allows for continued street repair and maintenance, other transportation needs like bridge repairs, police staffing, PFA emergency services, as well as parks and recreation programs. Other community priorities such as downtown botanical sites, historic preservation, economic health, affordable housing, and environmental health are also funded by KFCG.

4. Economic Health

This budget continues funding for the Mason Street Corridor / MAX Bus Rapid Transit system slated to begin operations in 2014 and Phase III of the North College Improvements. These projects are anticipated to have a significant positive impact on the local economy. This budget continues support for the five industry clusters (Technology, Clean Energy, Water Innovation, Bioscience, and Uniquely Fort Collins), the Rocky Mountain Innosphere (RMI), business appreciation & a new storefront program.

5. Environmental Improvements & River Restoration

This budget includes restoration of key local segments of the Poudre River, part of a long time vision for this key aspect of Fort Collins. There is also funding for a new integrated recycling facility and renewable energy with solar gardens

6. Physical Infrastructure Enhancements

In addition to the projects mentioned above, this budget includes funding for Building on Basics (BOB) projects like the Senior Center expansion, North College Right-of-Way acquisition so that phase III of this project is shovel ready, design for the Southeast Community Park and repair of two bridges per year.

7. Organizational Infrastructure Enhancements

There is a renewed focus to improve employee safety & reduce overall liability risk included in this budget. As well, there is increased support for IT infrastructure & staffing enhancements to support key City initiatives like Advanced Metering Infrastructure (AMI) and the MAX BRT system which is slated to open in 2014. There is further support for internal services including Human Resources and Legal staffing enhancements.

Capital Improvements

The City allocates revenues for a variety of capital improvement projects ranging from street projects and city facility improvements, to electric substations. The City's capital improvement program for 2013 totals \$31.2 million and \$26.6 million for 2014. This level of investment in the 2013-2014 Budget is greater than the capital improvement level in the 2011-2012 Adopted Budget. It is important to note that the City Budget does not typically include grants which can be for significant capital projects. The grants go through individual appropriation ordinances as the grant details and amounts are finalized throughout the year.

The 2013-2014 Budget funds numerous large projects in Transportation, Recreation and Utilities including improvements to North College Avenue (phase III), the City bridge program, the Senior Center Expansion, the East Community Park acquisition, water and wastewater distribution system replacements, as well as many others. Some of these are funded with the one-time tax initiatives Building Community Choices (BCC) and Building on Basics (BOB), as mentioned above.

A complete list of proposed Capital Projects can be found in the Capital Section of this document.

ORDINANCE NO. 112, 2012
OF THE COUNCIL OF THE CITY OF FORT COLLINS
BEING THE ANNUAL APPROPRIATION ORDINANCE
RELATING TO THE ANNUAL APPROPRIATIONS
FOR THE FISCAL YEAR 2013; ADOPTING THE BUDGET
FOR THE FISCAL YEARS BEGINNING JANUARY 1, 2013,
AND ENDING DECEMBER 31, 2014; AND FIXING THE MILL
LEVY FOR FISCAL YEAR 2013

WHEREAS, the City Manager has, prior to the first Monday in September, 2012, submitted to the City Council a proposed budget for the next ensuing budget term, along with an explanatory and complete financial plan for each fund of the City, pursuant to the provisions of Article V, Section 2, of the City Charter; and

WHEREAS, within ten days after the filing of said budget estimate, the City Council set September 18th and October 2nd, 2012, as the dates for the public hearings thereon and caused notice of such public hearings to be given by publication pursuant to Article V, Section 3, of the City Charter; and

WHEREAS, the public hearings were held on those dates and persons were given the opportunity to appear and object to any or all items and estimates in the proposed budget; and

WHEREAS, Article V, Section 4, of the City Charter requires that, before the last day of November of each fiscal year, the City Council adopt the budget for the ensuing term by ordinance and appropriate such sums of money as the Council deems necessary to defray all expenditures of the City during the ensuing fiscal year; and

WHEREAS, Article V, Section 5, of the City Charter provides that the annual appropriation ordinance shall also fix the tax levy upon each dollar of the assessed valuation of all taxable property within the City, such levy representing the amount of taxes for City purposes necessary to provide for payment during the ensuing fiscal year for all properly authorized expenditures to be incurred by the City; and

WHEREAS, Article XII, Section 6, of the City Charter permits the City Council to fix, establish, maintain, and provide for the collection of such rates, fees, or charges for water and electricity, and for other utility services furnished by the City as will produce revenues sufficient to pay into the General Fund in lieu of taxes on account of the City-owned utilities such amount as may be established by City Council.

NOW, THEREFORE, BE IT ORDAINED BY THE COUNCIL OF THE CITY OF FORT COLLINS as follows:

Section 1. Budget

a. That the City Council has reviewed the City Manager's 2013-2014 Recommended Budget, a copy of which is on file with the office of the City Clerk, and has approved certain amendments thereto.

b. That the City Manager's 2013-2014 Recommended Budget, as amended by the Council, is hereby adopted, in accordance with the provisions of Article V, Section 4, of the City Charter and incorporated herein by reference; provided, however, that the comparative figures contained in the adopted budget may be subsequently revised as deemed necessary by the City Manager to reflect actual revenues and expenditures for the fiscal year 2012.

c. That the adopted budget, as amended, shall be maintained in the office of the City Clerk and identified as "The Budget for the City of Fort Collins for the Fiscal Years Ending December 31, 2013, and December 31, 2014, as Adopted by the City Council on November 20, 2012."

Section 2. Appropriations. That there is hereby appropriated out of the revenues of the City of Fort Collins, for the fiscal year beginning January 1, 2013, and ending December 31, 2013, the sum of FOUR HUNDRED EIGHTY THREE MILLION SIX HUNDRED THIRTY SEVEN THOUSAND FIVE HUNDRED SIXTY TWO DOLLARS (\$483,637,562) to be raised by taxation and otherwise, which sum is deemed by the City Council to be necessary to defray all expenditures of the City during said budget year, to be divided and appropriated for the following purposes, to wit:

GENERAL FUND

\$112,857,870

ENTERPRISE FUNDS

Golf \$2,884,456

Light & Power

Operating Total 118,816,167

Capital Projects:

Art in Public Places 2,000

Computerized Maintenance Mgmt. System 381,129

Electric Vehicle Charging Stations 100,000

Electric Substation Improvements 200,000

Capital Projects Total 683,129

Total Light & Power 119,499,296

Storm Drainage

Operating Total 10,692,091

Capital Projects:

Art in Public Places 23,129

Boxelder Authority 255,000

Computerized Maintenance Mgmt. System 239,463

Drainage & Detention System Replacement 262,870

Stormwater Basin Improvements 1,400,000

Stormwater Developer Repays 100,000

Stormwater Master Plan 225,000

Stream Restoration & Best Mgmt. Practices 650,000

Capital Projects Total 3,155,462

Total Storm Drainage 13,847,553

Wastewater

Operating Total 18,399,807

Capital Projects:

Art in Public Places 33,563

Collection System Replacement 1,629,838

Computerized Maintenance Mgmt. System 239,462

Drake Water Reclamation Facility Impr. 150,000

Mulberry Bridge Sewer Relocation 560,000

Mulberry Water Reclamation Facility Impr. 60,500

Sludge Disposal Improvements 199,800

Water Reclamation Replacement 1,166,500

Capital Projects Total 4,039,663

Total Wastewater 22,439,470

Water

Operating Total 25,926,541

Capital Projects:

Art in Public Places 43,937

Cathodic Protection 552,000

Computerized Maintenance Mgmt. System 239,463

Distribution System Replacement 1,780,708

Dual System Design with Colorado State Univ. 100,000

Engineering Distribution System Replacement 800,000

Halligan Reservoir Enlargement 190,000

High Park Fire Water Mitigation 987,953

Mulberry/Poudre Water Main 200,000

Source of Supply Replacements 550,000

Water Meter Replacement & Rehabilitation 800,000

Water Production Replacement Program 521,000

Water Supply Development 100,000

Capital Projects Total	<u>6,865,061</u>
Total Water	<u>32,791,602</u>
TOTAL ENTERPRISE FUNDS	<u>\$191,462,377</u>
 <u>INTERNAL SERVICE FUNDS</u>	
Benefits	\$20,923,638
Data & Communications	8,310,682
Equipment	10,706,119
Self Insurance	3,251,406
Utility Customer Service & Administration	<u>14,663,067</u>
TOTAL INTERNAL SERVICE FUNDS	<u>\$ 57,854,912</u>
 <u>SPECIAL REVENUE FUNDS</u>	
Capital Improvement Expansion	\$ 3,025,353
Capital Leasing Corporation	4,653,344
Cemeteries	579,374
Conservation Trust	
Operating Total - Administration and Parks Maintenance	1,016,590
Capital Projects:	
Fossil Creek Trail	40,000
Hughes Stadium Disc Golf Course	70,000
Open Space Acquisition	270,000
Trail Acquisition & Development	145,500
Capital Projects Total	<u>525,500</u>
Total Conservation Trust	1,542,090
Cultural Services & Facilities	4,003,169
Capital Projects:	
Arts in Public Places	<u>90,990</u>
Total Cultural Services & Facilities	4,094,159
General Employees' Retirement	3,227,950
Keep Fort Collins Great	
Operating Total	20,604,884
Capital Projects:	
City Bridge Program	1,700,000
Fort Collins Bike Program	217,950

Trail Acquisition & Development	<u>153,000</u>	
Capital Projects Total		<u>2,070,950</u>
Total Keep Fort Collins Great		22,675,834

Museum		1,181,420
Natural Areas		9,681,563

Neighborhood Parkland

Operating Total - Administration	416,160	
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Capital Projects:

Golden Meadows Park	100,000	
Lee Martinez Park Addition	50,000	
New Site Acquisition	457,521	
New Park Site Development	170,000	
Richards Lake	300,000	
Side Hill Neighborhood Park	200,000	
Soft Gold Neighborhood Park	<u>75,000</u>	

Capital Projects Total		<u>1,352,521</u>
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Total Neighborhood Parkland		1,768,681
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Perpetual Care		20,145
Recreation		6,726,230
Sales and Use Tax		12,294,000
Street Oversizing		2,601,384
Timberline/Prospect SID #94		65,534
Transit Services		10,157,400
Transportation Services		<u>24,472,002</u>

TOTAL SPECIAL REVENUE & DEBT SERVICE FUNDS		<u>\$108,766,463</u>
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CAPITAL PROJECTS FUND

General City Capital Projects:

Block 32 Redevelopment	\$ 135,000
Downtown Poudre River Improvements	175,000
East Community Park	1,700,000
Great Lawn at the Gardens	250,000
I-25 Interchange Design	100,000
I-25/392 Project - Signage	100,000
Integrated Recycling Facility	448,000
Lemay/Vine Grade Separated Crossing	50,000
City Bridge Project - Mulberry Bridge	500,000
Natural Areas Office Building	440,000
Natural Resources Research Center Overpass	1,200,000
North College-Conifer/Wilcox Improvements	1,940,000
Railroad Crossing Replacement	100,000

Southeast Community Park 500,000
 Total General City Capital Projects 7,638,000

Building on Basics

Operating - Administrative Charge 45,013

Capital Projects:

Bicycle Program Plan Implementation 125,000

Intersection Improvements & Traffic Signals 780,000

Pedestrian Plan and ADA Improvements 300,000

Senior Center Expansion 3,044,559

Timberline Rd-Drake to Prospect Improvements .. 763,368

Total Building on Basics Capital Projects 5,012,927

Total Building on Basics 5,057,940

TOTAL CAPITAL PROJECTS FUND \$ 12,695,940

TOTAL CITY FUNDS

..... \$483,637,562

Section 3. Mill Levy

a. That the 2013 mill levy rate for the taxation upon each dollar of the assessed valuation of all the taxable property within the City of Fort Collins as of December 31, 2012, shall be 9.797 mills, which levy represents the amount of taxes for City purposes necessary to provide for payment during the aforementioned budget year of all properly authorized expenditures to be incurred by the City.

b. That the City Clerk shall certify this levy of 9.797 mills to the County Assessor and the Board of Commissioners of Larimer County, Colorado, in accordance with the applicable provisions of law, as required by Article V, Section 5, of the Charter of the City of Fort Collins.

Introduced, considered favorably on first reading, and ordered published this 16th day of October, A.D. 2012, and to be presented for final passage on the 20th day of November, A.D. 2012.

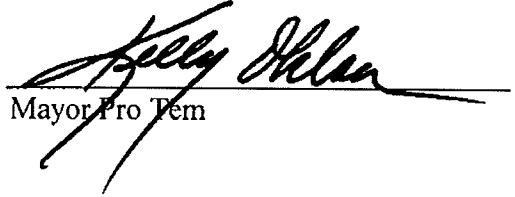
Karen Weidmanat
 Mayor

ATTEST:

Wanda Nelson
 City Clerk

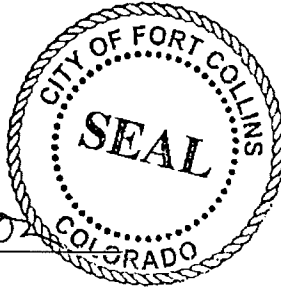


Passed and adopted on final reading on the 20th day of November, A.D. 2012.


Mayor Pro Tem

ATTEST:


City Clerk



ORDINANCE NO. 064
OF THE COUNCIL OF THE CITY OF FORT COLLINS, COLORADO
EX-OFFICIO THE BOARD OF DIRECTORS OF GENERAL IMPROVEMENT
DISTRICT NO. 1, DETERMINING AND FIXING THE MILL LEVY FOR THE GENERAL
IMPROVEMENT DISTRICT NO. 1 FOR THE FISCAL YEAR 2013;
DIRECTING THE SECRETARY OF THE DISTRICT TO CERTIFY SUCH LEVY
TO THE BOARD OF COMMISSIONERS OF LARIMER COUNTY
AND MAKING THE FISCAL YEAR 2013 ANNUAL APPROPRIATION

WHEREAS, the City of Fort Collins General Improvement District No. 1 (the "GID") has been duly organized in accordance with the ordinances of the City and the statutes of the State of Colorado; and

WHEREAS, the GID staff has considered the amount of money to be raised by a levy on the taxable property in the GID and recommends that a levy of 4.924 mills upon each dollar of the assessed valuation of all taxable property within the limits of the GID is required during 2013 to pay the cost of operating the GID; and

WHEREAS, staff estimates a levy of 4.924 mill will result in \$279,523 of revenue; and

WHEREAS, the amount of this proposed mill levy is not an increase over prior years, so that prior voter approval of the levy is not required under Article X, Section 20 of the State Constitution; and

WHEREAS, Section 39-5-128(1), C.R.S., requires certification of any tax levy to the Board of County Commissioners no later than December 15; and

WHEREAS, additional revenue is collected by the GID from such sources as the automobile ownership tax, ad valorem taxes, and interest earnings and that revenue for 2013 is anticipated to be \$38,769; and

WHEREAS, it is the desire of the City Council, acting as the ex-officio Board of Directors of the GID, to appropriate the necessary funds for operating costs and capital improvements of the GID for the fiscal year beginning January 1, 2013, and ending December 31, 2013.

NOW, THEREFORE, BE IT ORDAINED BY THE COUNCIL OF THE CITY OF FORT COLLINS, Ex-Officio the Board of Directors of City of Fort Collins General Improvement District No. 1, as follows:

Section 1. That, for the purpose of providing the necessary funds to meet the expenses to be incurred in the General Improvement District No. 1 in 2013, 4.924 mills is hereby levied upon each dollar of the assessed valuation of all taxable property within the General Improvement District No.1 as of December 31, 2012.

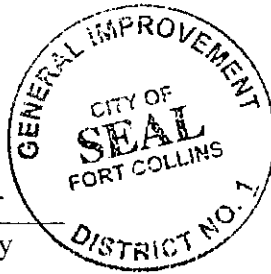
Section 2. That the Secretary of the General Improvement District No. 1 is hereby authorized and directed to certify such levy to the Board of County Commissioners of Larimer County as provided by law.

Section 3. That the City Council, acting ex-officio as the Board of Directors of City of Fort Collins General Improvement District No. 1, hereby appropriates out of the revenues of General Improvement District No. 1 for the fiscal year beginning January 1, 2013 and ending December 31, 2013 the sum of ONE HUNDRED NINETY THREE THOUSAND SIX HUNDRED SIXTY SIX DOLLARS (\$193,666) to be raised by taxation and additional revenue to be expended for the authorized purposes of the General Improvement District No.1.

Introduced, considered favorably on first reading, and ordered published this 16th day of October, A.D. 2012, and to be presented for final passage on the 20th day of November, A.D. 2012.

ATTEST:

Wanda Nelson
City Clerk, Ex Officio Secretary



Karen Weitzel
Mayor, Ex Officio President

Passed and adopted on final reading on the 20th day of November, A.D. 2012.

ATTEST:

Wanda Nelson
City Clerk, Ex Officio Secretary



Joey Olson
Mayor Pro Tem, Ex Officio Vice President

RESOLUTION NO. 048
OF THE BOARD OF COMMISSIONERS OF THE
FORT COLLINS URBAN RENEWAL AUTHORITY
ADOPTING A BUDGET FOR THE FORT COLLINS
URBAN RENEWAL AUTHORITY

WHEREAS, the Fort Collins Urban Renewal Authority (the "Authority") was created on January 5, 1982 by City Council's adoption of Resolution 1982-010, which resolution designated the City Council as the Board of Commissioners of the Authority; and

WHEREAS, the Authority operates to eliminate blight and prevent the spread of blight within the urban renewal area in accordance with the Urban Renewal Law of Colorado, Section 31-25-101; and

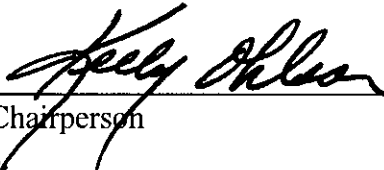
WHEREAS, the Authority has considered a proposed budget for fiscal year 2013 and wishes to adopt the 2013 URA budget as described herein.

NOW, THEREFORE, BE IT RESOLVED BY THE BOARD OF COMMISSIONERS OF THE FORT COLLINS URBAN RENEWAL AUTHORITY as follows:

Section 1. That the budget shown on Exhibit "A," attached hereto and incorporated herein by this reference, is hereby approved and the amounts stated therein are appropriated for fiscal year 2013.


Section 2. That the City of Fort Collins' Financial Officer is directed to file a certified copy of the attached budget with the office of the Division of Local Government, Department of Local Affairs, State of Colorado.

Passed and adopted at a regular meeting of the Board of Commissioners of the Fort Collins Urban Renewal Authority this 20th day of November A.D. 2012.

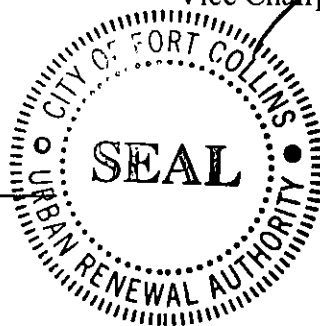


Vice Chairperson

ATTEST:



Secretary



URBAN RENEWAL AUTHORITY
2013 BUDGET

North College Urban Renewal Plan Area

Estimated Revenue:

Tax Increment Collections	\$ 1,262,251
Interest on Investments	\$ 12,119
Interest from RM12 Loan	\$ 80,664
Total estimated Revenue for the URA	\$ 1,355,034

Expenses:

Operations	\$ 209,627
Project Storefront	\$ 25,000
Total Operational Costs	\$ 234,627
Annual Debt Service Payments	
North College Marketplace 2009 (\$5M)	\$ 354,821
JAX 2010 (\$173K)	\$ 37,186
NECCO 2011 (\$326K)	\$ 9,827
North College Vine to Conifer (\$2.7M)	\$ 158,760
Kaufman and Robinson 2011 (\$192K)	\$ 4,745
North College Marketplace 2011 (\$3M)	\$ 238,717
Total Debt Service Payments	\$ 804,056

Fund 800 2013 Budget **\$ 1,038,683**

Midtown Urban Renewal Plan Area (Prospect South TIF District)

*no revenue projected in 2012
*no expenses projected in 2012

2014 PROPOSED APPROPRIATIONS

		<u>2014</u>
GENERAL FUND		<u>\$116,687,648</u>
ENTERPRISE FUNDS		
Golf		\$2,927,636
Light & Power		
Operating	124,350,218	
Capital:		
Art in Public Places	4,750	
Electric Substation Improvements	175,000	
Southwest Enclave System	300,000	
Light & Power Capital Total	<u>479,750</u>	
Total Light & Power		124,829,968
Stormwater		
Operating	10,901,697	
Capital:		
Art in Public Places	25,040	
Boxelder Authority	265,000	
Drainage & Detention System Replacement	253,970	
Stormwater Basin Improvements	1,700,000	
Stormwater Developer Repays	100,000	
Stormwater Master Plan	150,000	
Stream Restoration & Best Mgmt Practices	650,000	
Stormwater Capital Total	<u>3,144,010</u>	
Total Stormwater		14,045,707
Water		
Operating	26,567,389	
Capital:		
Art in Public Places	68,689	
Cathodic Protection	306,000	
Distribution System Replacement	1,622,935	
Dual System Design with Colorado State Univ.	50,000	
Engineering Distribution System Replacement	1,400,000	
Halligan Reservoir Enlargement	190,000	
Source of Supply Replacements	550,000	
Water Meter Replacement & Rehabilitation	800,000	
Water Production Replacement Program	2,900,000	
Water Supply Development	100,000	
Water Capital Total	<u>7,987,624</u>	
Total Water		34,555,013
Wastewater		
Operating	16,889,054	
Capital:		
Art in Public Places	39,864	
Collection System Replacement	1,605,357	

2014 PROPOSED APPROPRIATIONS

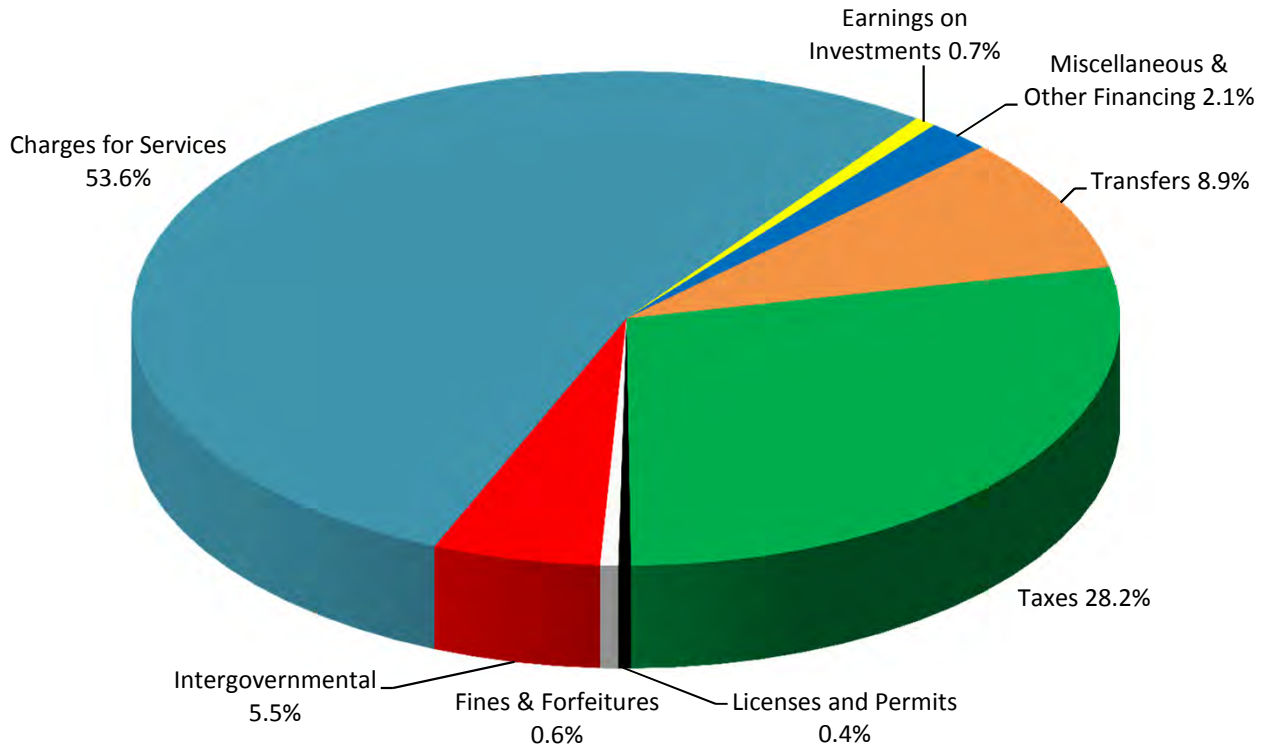
		2014
Downtown River District Sewer Replacement	50,000	
Drake Water Reclamation Facility Improvements	581,000	
Sludge Disposal Improvements	200,000	
Water Reclamation Replacement Program	1,800,000	
Wastewater Capital Total	4,276,221	
Total Wastewater		21,165,275
TOTAL ENTERPRISE FUNDS		\$197,523,599
INTERNAL SERVICE FUNDS		
Benefits		\$21,905,953
Data & Communications		7,412,486
Equipment		11,401,965
Self Insurance		3,258,837
Utility Customer Service & Administration		15,373,536
TOTAL INTERNAL SERVICE FUNDS		\$59,352,777
SPECIAL REVENUE FUNDS		
Capital Improvement Expansion Fund		\$832,354
Capital Leasing Corporation Fund		4,630,283
Cemeteries		593,224
Cultural Services & Facilities		4,144,126
General Employees' Retirement		3,527,950
Museum Fund		1,196,048
Natural Areas Fund		9,401,207
Perpetual Care		20,149
Recreation		6,070,932
Keep Fort Collins Great		
Operating	19,731,887	
Capital:		
City Bridge Program	1,700,000	
Fort Collins Bike Programs	220,856	
Trail Acquisition/Development	113,000	
Keep Fort Collins Great Capital Total	2,033,856	
Total Keep Fort Collins Great		21,765,743
Sales and Use Tax		12,552,000
Street Oversizing		2,870,239
Timberline/Prospect SID		63,152
Transit Services		11,241,742
Transportation Services		23,882,221
TOTAL SPECIAL REVENUE & DEBT SERVICE FUNDS		\$102,791,370
CAPITAL IMPROVEMENT FUNDS		
Capital:		
Block 32 Redevelopment		\$109,000
City Bridge Program		250,000
Downtown Poudre River Improvement		\$75,000

2014 PROPOSED APPROPRIATIONS

	2014
Integrated Recycling Facility	237,000
Green Streets Implementation	450,000
Railroad Crossing Replacement	100,000
Southeast Community Park	100,000
	\$1,321,000
Building on Basics	
Administration	\$46,363
Bicycle Program Plan Implementation	\$125,000
Pedestrian Plan & ADA Improvements	\$300,000
Senior Center Expansion	2,172,735
Timberland Rd-Drake to Prospect Improvements	2,736,632
	\$5,380,730
Conservation Trust Fund	
Operating - Administration & Parks Maintenance	\$1,022,149
Capital:	
Fossil Creek Trail	40,000
Open Space Acquisition	270,000
Trail Acquisition/Development	145,500
Tri-City Trails	50,000
	\$1,527,649
Neighborhood Parkland Fund	
Operating	\$426,873
Capital:	
Maple Hill Park	409,198
New Park Site Development	170,000
New Site Acquisition	350,000
Richards Lake	500,000
Side Hill Neighborhood Park	200,000
	\$2,056,071
TOTAL CITY PROPOSED APPROPRIATIONS	\$486,640,844
 These funds are adopted on separate ordinances:	
Urban Renewal Authority Operations & Maintenance	\$1,801,948
General Improvement District #1	194,001
	\$1,995,949
GRAND TOTAL	\$488,636,793

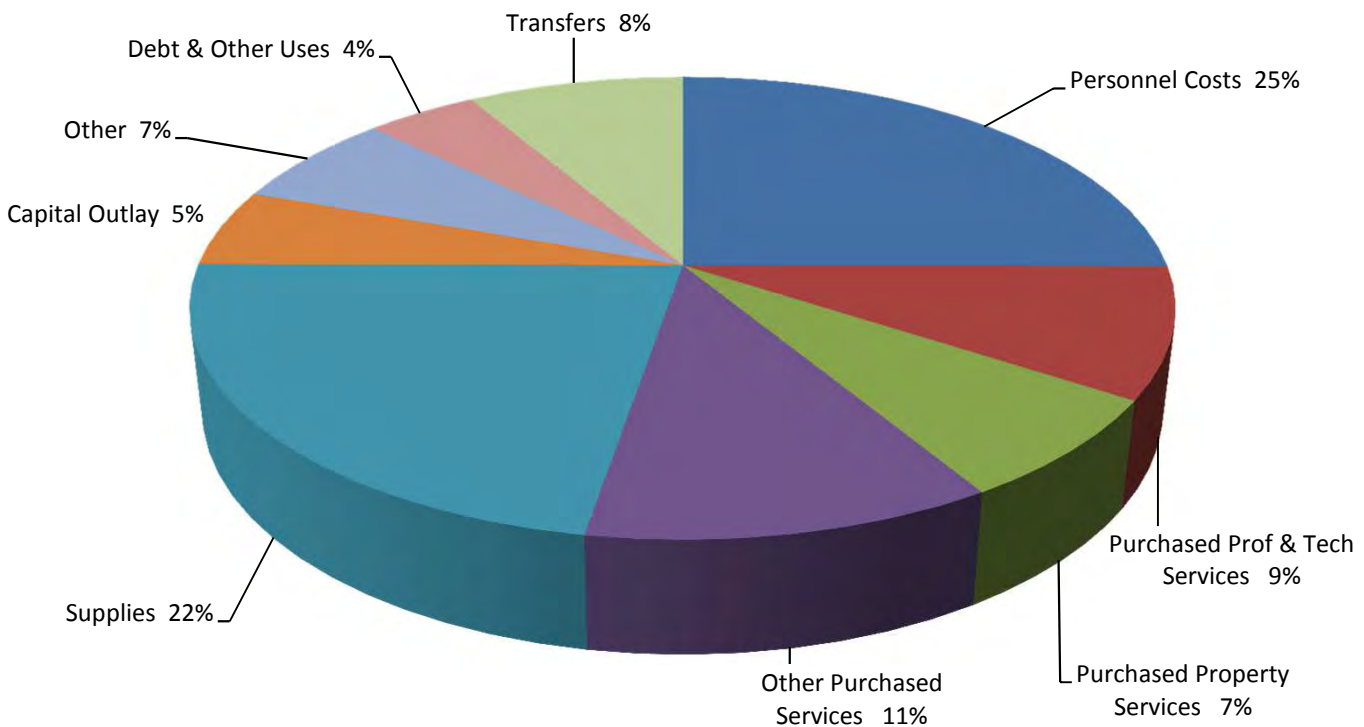
Where the Money Comes From - \$461.5 million

2013



Where the Money Goes - \$484.9 million

2013



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SUMMARY OF CHANGE IN FUND BALANCE - 2013

FUND	Beginning Fund Balance 12/31/12	Revenue	Expenditures	Net of Revenue and Expenditures	Net Adjustments to GAAP	Ending Fund Balance 12/31/13	Percent Change
General Fund	55,990,588	112,205,909	112,857,870	(651,961)	-	55,338,627	-1.2%
Capital Expansion Fund	16,788,708	1,528,783	3,025,353	(1,496,570)	-	15,292,138	-8.9%
Sales & Use Tax Fund	743,933	12,763,522	12,294,000	469,522	-	1,213,455	63.1%
Keep Fort Collins Great	11,132,396	21,082,664	22,675,834	(1,593,170)	-	9,539,226	-14.3%
Neighborhood Parkland Fund	5,156,018	1,020,714	1,768,681	(747,967)	-	4,408,051	-14.5%
Conservation Trust Fund	1,999,125	1,557,841	1,542,090	15,751	-	2,014,876	0.8%
Natural Areas Fund	1,012,073	9,629,210	9,681,563	(52,353)	-	959,720	-5.2%
Cultural Services Fund	1,347,665	4,106,159	4,094,159	12,000	-	1,359,665	0.9%
Recreation Fund	1,813,686	5,914,230	6,726,230	(812,000)	-	1,001,686	-44.8%
Cemeteries Fund	461,553	523,809	579,374	(55,565)	-	405,988	-12.0%
Perpetual Care Fund	1,638,269	65,000	20,145	44,855	-	1,683,124	2.7%
Museum Fund	0	1,181,420	1,181,420	0	-	0	0.0%
Transit Services Fund	1,995,923	10,098,163	10,157,400	(59,237)	-	1,936,686	-3.0%
Street Oversizing Fund	3,660,006	2,601,384	2,601,384	0	-	3,660,006	0.0%
Transportation Fund	13,748,451	24,134,798	24,472,002	(337,204)	-	13,411,247	-2.5%
Timberline/Prospect SID #94	70,826	65,873	65,534	339	-	71,165	0.5%
Capital Leasing Corp Fund	0	4,653,344	4,653,344	0	-	0	0.0%
Capital Projects Fund	4,593,197	8,832,940	12,695,940	(3,863,000)	927,060	1,657,257	-63.9%
Golf Fund *	5,208,719	2,842,830	2,884,456	(41,626)	399,305	5,566,398	6.9%
Light & Power Fund *	177,129,273	113,233,017	119,499,296	(6,266,279)	14,148,449	185,011,443	4.4%
Water Fund *	255,604,963	29,649,067	32,791,602	(3,142,535)	6,057,797	258,520,225	1.1%
Wastewater Fund *	141,134,953	20,995,588	22,439,470	(1,443,882)	3,482,149	143,173,220	1.4%
Stormwater Fund *	96,567,169	14,414,000	13,847,553	566,447	5,699,190	102,832,806	6.5%
Equipment Fund *	4,712,796	10,706,119	10,706,119	0	600,231	5,313,027	12.7%
Self Insurance Fund	2,520,165	2,690,169	3,251,406	(561,237)	-	1,958,928	-22.3%
Data & Communications Fund *	1,558,016	7,801,351	8,310,682	(509,331)	220,099	1,268,784	-18.6%
Benefits Fund	10,901,977	19,178,670	20,923,638	(1,744,968)	-	9,157,009	-16.0%
Utility CS&A Fund *	3,256,996	14,309,926	14,663,067	(353,141)	(79,000)	2,824,855	-13.3%
Employees' Retirement Fund	35,706,572	2,112,000	3,227,950	(1,115,950)	-	34,590,622	-3.1%
General Improvement District 1	383,251	312,292	193,666	118,626	-	501,877	31.0%
GID #15 - Skyview	86,720	25,106	0	25,106	-	111,826	29.0%
URA Combined Fund	(10,162,210)	1,270,555	1,038,682	231,873	-	(9,930,337)	-2.3%
TOTAL	846,761,777	461,506,453	484,869,910	(23,363,457)	31,455,280	854,853,600	1.0%

Note: Fund balance is composed of unrestricted, restricted, and non-liquid assets. The fund balance of funds with an asterisk include non-liquid capital assets in the amount of \$588,741,368. The total City fund balance excluding non-liquid assets is \$266,112,232. (\$854,853,600 less \$588,741,368)

SUMMARY OF CHANGE IN FUND BALANCE - 2014

FUND	Beginning Fund Balance 12/31/13	Revenue	Expenditures	Net of Revenue and Expenditures	Net Adjustments to GAAP	Ending Fund Balance 12/31/14	Percent Change
General Fund	55,338,627	116,327,771	116,687,648	(359,877)	-	54,978,750	-0.7%
Capital Expansion Fund	15,292,138	1,665,176	832,354	832,822	-	16,124,960	5.4%
Sales & Use Tax Fund	1,213,455	12,702,156	12,552,000	150,156	-	1,363,611	12.4%
Keep Fort Collins Great	9,539,226	21,610,279	21,765,743	(155,464)	-	9,383,762	-1.6%
Neighborhood Parkland Fund	4,408,051	1,007,335	2,056,071	(1,048,736)	-	3,359,315	-23.8%
Conservation Trust Fund	2,014,876	1,534,466	1,527,649	6,817	-	2,021,693	0.3%
Natural Areas Fund	959,720	9,827,854	9,401,207	426,647	-	1,386,367	44.5%
Cultural Services Fund	1,359,665	4,132,126	4,144,126	(12,000)	-	1,347,665	-0.9%
Recreation Fund	1,001,686	5,968,932	6,070,932	(102,000)	-	899,686	-10.2%
Cemeteries Fund	405,988	535,798	593,224	(57,426)	-	348,562	-14.1%
Perpetual Care Fund	1,683,124	65,000	20,149	44,851	-	1,727,975	2.7%
Museum Fund	0	1,196,048	1,196,048	0	-	0	0.0%
Transit Services Fund	1,936,686	11,323,482	11,241,742	81,740	-	2,018,426	4.2%
Street Oversizing Fund	3,660,006	2,870,239	2,870,239	0	-	3,660,006	0.0%
Transportation Fund	13,411,247	23,745,449	23,882,221	(136,772)	-	13,274,475	-1.0%
Timberline/Prospect SID #94	71,165	63,427	63,152	275	-	71,440	0.4%
Capital Leasing Corp Fund	0	4,630,283	4,630,283	0	-	0	0.0%
Capital Projects Fund	1,657,257	6,389,730	6,701,730	(312,000)	(34,730)	1,310,527	-20.9%
Golf Fund *	5,566,398	2,883,200	2,927,636	(44,436)	425,676	5,947,638	6.8%
Light & Power Fund *	185,011,443	117,696,583	124,829,968	(7,133,385)	5,859,438	183,737,496	-0.7%
Water Fund *	258,520,225	30,030,483	34,555,013	(4,524,530)	7,242,785	261,238,480	1.1%
Wastewater Fund *	143,173,220	20,466,388	21,165,275	(698,887)	2,061,267	144,535,600	1.0%
Stormwater Fund *	102,832,806	14,507,000	14,045,707	461,293	5,805,238	109,099,337	6.1%
Equipment Fund *	5,313,027	11,401,965	11,401,965	0	787,320	6,100,347	14.8%
Self Insurance Fund	1,958,928	2,682,103	3,258,837	(576,734)	-	1,382,194	-29.4%
Data & Communications Fund *	1,268,784	7,412,486	7,412,486	0	(3,768)	1,265,016	-0.3%
Benefits Fund	9,157,009	20,328,486	21,905,953	(1,577,467)	-	7,579,542	-17.2%
Utility CS&A Fund *	2,824,855	14,733,244	15,373,536	(640,292)	636,000	2,820,563	-0.2%
Employees' Retirement Fund	34,590,622	2,003,000	3,527,950	(1,524,950)	-	33,065,672	-4.4%
General Improvement District 1	501,877	313,990	194,001	119,989	-	621,866	23.9%
GID #15 - Skyview	111,826	25,259	0	25,259	-	137,085	22.6%
URA Combined Fund	(9,930,337)	1,289,505	1,801,948	(512,443)	-	(10,442,780)	5.2%
TOTAL	854,853,600	471,369,243	488,636,793	(17,267,550)	22,779,226	860,365,276	0.6%

Note: Fund balance is composed of unrestricted, restricted, and non-liquid assets. The fund balance of funds with an asterisk include non-liquid capital assets in the amount of \$618,274,290. The total City fund balance excluding non-liquid assets is \$242,090,986. (\$860,365,276 less \$618,274,290)

REVENUE SUMMARY

	Actual 2010	Actual 2011	Budget 2012	Budget 2013	% Change From 2012	Budget 2014
Property Taxes	17,832,713	17,741,683	18,687,430	18,573,392	-0.6%	18,858,383
Sales & Use Tax	74,718,996	97,589,264	101,796,600	104,468,400	2.6%	106,676,000
Use Tax - Economic Incentives	0	0	2,180,000	3,525,000	61.7%	4,400,000
Occupational Privilege Tax	2,327,181	2,433,381	2,445,000	2,455,000	0.4%	2,490,000
Lodging Taxes	807,748	908,908	815,000	955,000	17.2%	975,000
Licenses & Permits	1,236,846	1,554,648	1,657,004	1,874,850	13.1%	1,875,200
Fines & Forfeitures	2,737,462	2,729,678	2,802,297	2,702,900	-3.5%	2,750,958
Intergovernmental Payment in Lieu of Taxes	29,441,785 7,672,297	29,666,102 8,013,865	42,296,604 8,432,037	16,535,434 8,707,667	-60.9% 3.3%	16,603,396 9,027,797
Charges for Service	69,241,227	68,353,211	76,480,420	75,979,880	-0.7%	78,341,151
Charges for Service - Utilities/Golf	153,037,400	159,344,786	169,996,379	171,897,889	1.1%	177,708,549
Earnings on Investments	4,922,463	5,506,256	6,709,388	3,206,274	-52.2%	3,307,677
Earnings on Investments - GERP	4,063,537	(1,194,726)	468,000	102,000	-78.2%	83,000
Miscellaneous	13,514,684	19,764,577	10,502,956	9,055,534	-13.8%	8,384,207
Proceeds of Debt Issuance	20,515,402	2,900,001	1,872,067	0	-100.0%	0
Other Financing Sources	0	216,127	37,000	610,762	1550.7%	290,701
Transfers from Funds	41,517,725	46,343,772	48,127,745	40,856,471	-15.1%	39,597,224
TOTAL	443,587,463	461,871,532	495,305,927	461,506,453	-6.8%	471,369,243
Less Internal Service Funds	-45,886,140	-47,592,008	-52,416,421	-47,906,576	-8.6%	-49,902,366
Less Transfers	-41,517,725	-46,343,772	-48,127,745	-40,856,471	-15.1%	-39,597,224
NET REVENUES	356,183,597	367,935,752	394,761,761	376,606,406	-4.6%	382,181,653

EXPENDITURES BY TYPE

	Actual 2010	Actual 2011	Budget 2012	Budget 2013	% Change from 2012	Budget 2014
Salaries & Wages	83,027,978	84,971,181	90,761,154	94,459,793	4.1%	97,221,628
Benefits	25,528,542	23,327,897	25,771,535	26,960,176	4.6%	27,976,911
Professional & Technical	25,920,972	23,147,002	10,419,061	17,572,364	68.7%	15,259,752
Governmental Services	19,322,035	21,260,586	21,071,800	21,816,320	3.5%	21,733,951
Other Prof & Tech Services	3,822,910	2,248,082	(36,154,414)	4,942,887	-113.7%	5,171,141
Utility Services	3,912,311	4,108,301	4,647,070	4,753,836	2.3%	4,927,155
Cleaning Services	1,409,536	1,714,241	1,811,533	1,777,830	-1.9%	1,835,019
Repair & Maintenance Services	18,476,810	23,701,736	23,133,306	20,315,321	-12.2%	20,914,973
Rental Services	1,041,953	1,302,214	4,785,988	1,725,849	-63.9%	1,745,730
Construction Services	10,575,766	23,528,267	4,764,515	5,832,009	22.4%	5,520,431
Other Property Services	633,330	178,036	163,606	133,700	-18.3%	136,490
Insurance, Non Emp Benefits	20,443,006	22,226,087	26,171,129	23,224,540	-11.3%	24,393,621
Communication Services	1,864,339	1,936,585	2,392,661	2,102,882	-12.1%	2,135,545
Internal Admin Services	24,702,261	22,916,566	26,257,624	25,296,787	-3.7%	26,110,805
Employee Travel	543,717	699,500	1,165,722	1,168,072	0.2%	1,165,142
Other Purchased Services	2,262,761	3,405,503	4,482,489	3,228,637	-28.0%	3,124,670
Vehicle & Equipment Supplies	5,959,527	7,835,621	9,284,915	9,313,014	0.3%	9,853,546
Land & Building Maint Supplies	1,472,184	1,839,817	4,656,153	1,971,181	-57.7%	2,014,139
Infrastructure Maint Supplies	2,802,432	3,353,750	3,437,399	3,623,044	5.4%	3,284,364
Utility Supplies	4,426,553	5,533,735	3,484,651	3,699,630	6.2%	3,924,200
Office & Related Supplies	2,084,330	2,616,439	2,928,257	1,719,390	-41.3%	1,440,610
Health & Safety Supplies	250,597	320,552	307,105	435,965	42.0%	425,883
Purchased Power	65,723,757	71,220,022	77,685,087	80,295,555	3.4%	84,005,690
Chemical Supplies	1,355,545	1,461,453	2,228,060	2,837,321	27.3%	2,891,203
Other Supplies	4,702,088	4,981,587	5,489,889	4,887,455	-11.0%	4,889,024
Capital Purchases & Other	40,254,459	35,290,535	124,696,366	51,211,594	-58.9%	46,870,507
Depreciation	19,350,790	20,376,034	104,000	112,000	7.7%	111,720
Bad Debt Expense	1,078,167	412,932	382,550	387,550	1.3%	389,095
Rebates & Incentives	2,122,235	1,786,444	3,798,464	5,224,350	37.5%	7,823,950
Grants Given	2,210,366	4,428,864	3,364,793	1,543,772	-54.1%	1,593,193
Debt Service & Related	23,095,204	20,065,699	22,331,387	21,159,155	-5.2%	20,534,211
Transfers to Funds	41,517,725	46,343,772	51,009,924	41,137,931	-19.4%	39,212,494
TOTAL	461,894,187	488,539,038	526,833,776	484,869,910	-8.0%	488,636,793
Less Internal Service Funds	(48,885,950)	(51,332,660)	(61,326,230)	(55,864,310)	-8.9%	(57,466,935)
Less Transfers	(41,517,725)	(46,343,772)	(51,009,924)	(41,137,931)	-19.4%	(39,212,494)
NET EXPENDITURES	371,490,512	390,862,607	414,497,623	387,867,669	-6.4%	391,957,364

Note: The 2012 column shows the current budget.

EXPENDITURES BY AREA

	Actual 2010	Actual 2011	Budget 2012	Budget 2013	% Change From 2012	Budget 2014
Accounting, Sales Tx, Treasury	1,770,030	1,772,371	1,781,367	2,161,371	21.3%	1,912,416
Advance Planning	6,783,206	9,189,771	17,745,270	3,045,593	-82.8%	1,619,247
Budget	292,826	263,107	373,682	391,033	4.6%	390,499
City Attorney's Office	1,211,862	1,246,266	1,302,823	1,563,657	20.0%	1,608,656
City Clerk's Office	672,028	625,820	882,129	730,050	-17.2%	579,410
City Council	95,501	101,746	120,985	128,810	6.5%	127,985
City Manager's Office	2,194,446	2,519,875	2,821,770	2,576,711	-8.7%	2,617,433
Comm Dev & Neighborhood Svcs	2,879,934	3,605,042	4,230,360	5,089,329	20.3%	4,929,886
Comm. & Public Involvement	819,110	898,870	1,093,209	1,266,539	15.9%	1,134,382
Community Services Admin	264,759	259,892	270,427	316,691	17.1%	323,231
Cultural Services	8,318,591	11,641,180	5,449,655	5,275,579	-3.2%	5,340,174
Economic Development	2,425,508	2,462,640	2,540,740	4,479,816	76.3%	6,320,995
Electric Field Services	4,853,468	5,475,912	7,370,054	7,368,926	0.0%	7,537,677
Engineering	13,263,631	8,072,824	19,216,026	11,366,012	-40.9%	10,844,038
Environmental Sustainability	1,179,923	1,613,197	1,484,204	1,953,532	31.6%	1,667,133
Finance Administration	461,881	437,865	591,286	717,153	21.3%	738,246
Human Resources	20,722,796	20,116,406	24,854,768	22,800,994	-8.3%	23,726,624
Information Technology	7,303,166	8,034,888	9,341,923	8,158,550	-12.7%	7,208,870
Investigations	6,050,519	6,470,596	7,121,631	7,059,596	-0.9%	7,272,306
L&P Operations Service Unit	95,546,454	104,419,682	96,842,602	99,950,128	3.2%	104,520,216
Library District	168,917	0	0	0	0.0%	0
Municipal Court	500,774	522,347	569,896	560,650	-1.6%	574,816
Natural Areas	6,273,689	8,023,571	11,609,004	9,267,045	-20.2%	8,749,077
Non Departmental	5,849,661	3,844,191	5,349,826	4,726,469	-11.7%	4,825,437
Office of the Chief	3,206,085	3,272,000	3,461,649	2,951,559	-14.7%	3,009,128
Operation Services	17,740,376	21,945,348	20,309,556	19,821,041	-2.4%	20,476,082
Park Planning & Development	1,894,994	4,492,148	4,769,843	4,892,757	2.6%	3,025,643
Parking	1,746,485	1,901,464	2,124,928	2,509,643	18.1%	2,255,471
Parks	10,836,959	11,872,893	12,730,928	13,088,628	2.8%	12,804,774
Patrol	14,861,104	15,846,077	17,256,374	17,405,660	0.9%	17,961,216
PDT Administration	2,084,368	1,445,443	591,227	610,853	3.3%	621,215
Police Information Services	6,394,353	6,503,346	10,046,753	7,844,478	-21.9%	8,015,962
Poudre Fire Authority	17,457,996	18,993,672	19,282,813	20,118,869	4.3%	20,313,806
Purchasing & Risk Management	2,053,256	3,756,257	3,821,381	3,651,535	-4.4%	3,663,870
Recreation	6,742,923	6,907,956	8,037,171	10,455,546	30.1%	9,484,122
Safety and Security	361,774	699,526	700,938	793,291	13.2%	708,502
Social Sustainability	671,830	610,468	2,030,696	1,417,170	-30.2%	1,349,048
Streets	13,365,960	20,923,306	21,270,980	21,810,297	2.5%	21,990,792
Traffic	3,299,600	3,508,077	4,964,978	4,685,448	-5.6%	3,886,703
Transfort / Dial-a-Ride	10,024,177	11,830,114	14,085,264	10,314,480	-26.8%	11,651,930
Urban Renewal Authority	5,033,440	3,809,775	216,843	234,627	8.2%	263,312
Ut Collection System Div	1,824,147	2,152,268	3,287,625	4,229,186	28.6%	3,700,575
Ut Development Review Div	262,420	186,544	237,374	241,366	1.7%	244,664
Ut Distribution System Div	3,096,694	2,598,277	4,096,911	4,669,314	14.0%	4,385,978
Ut Drainage System Div	1,355,549	1,777,832	3,986,370	2,077,039	-47.9%	2,113,805
Ut Elec System Design & IT Div	4,046,906	2,415,455	1,817,516	1,628,970	-10.4%	1,647,760
Ut Electric Systems Eng Div	1,389,272	1,394,114	1,572,876	1,462,641	-7.0%	1,497,631
Ut Environmental Services Div	1,979,793	1,965,206	2,468,450	2,288,942	-7.3%	2,370,251

EXPENDITURES BY AREA

	Actual 2010	Actual 2011	Budget 2012	Budget 2013	% Change From 2012	Budget 2014
Ut Mstr Plan & Fldpl Admin Div	3,388,755	1,790,695	2,007,527	2,128,094	6.0%	1,856,038
Ut Process & Supervis Cntr Div	670,824	594,424	749,400	719,176	-4.0%	736,623
Ut Reg & Govt Affairs Div	530,728	594,221	780,106	934,113	19.7%	960,295
Ut Standards Engineering Div	1,928,209	1,842,531	2,231,635	1,935,264	-13.3%	1,699,919
Ut Water Meters Div	583,148	647,462	836,586	775,459	-7.3%	883,224
Ut Water Production Div	6,981,216	7,554,650	12,334,276	9,081,868	-26.4%	11,575,187
Ut Water Resources Div	1,497,096	1,919,051	2,456,540	2,325,739	-5.3%	2,308,662
Ut Water Systems Engr Div	15,535,320	12,180,032	4,640,003	4,877,141	5.1%	5,054,466
Ut Wtr Reclama & Biosolids Div	4,899,300	6,336,233	6,717,108	6,958,424	3.6%	8,008,980
Utilities Customer Connections	8,888,468	7,680,759	12,059,396	10,946,766	-9.2%	11,701,768
Utilities Management	874,061	898,359	863,798	1,212,004	40.3%	1,269,492
Utilities Strategic Planning	1,104,305	609,731	491,150	523,344	6.6%	548,461
Utility Financial Operations	27,256,567	25,873,298	19,040,241	18,207,089	-4.4%	17,687,284
Utility Tech. & Cust. Service	1,510,122	1,182,499	2,151,617	1,790,769	-16.8%	2,588,695
Debt Service & Related	23,095,204	20,065,699	22,331,387	21,159,155	-5.2%	20,534,211
Transfers to Other Funds	41,517,725	46,343,772	51,009,924	41,137,931	-19.4%	39,212,494
TOTAL	461,894,187	488,539,038	526,833,776	484,869,910	-8.0%	488,636,793
Less Internal Service Funds	(48,885,950)	(51,332,660)	(61,326,230)	(55,864,310)	-8.9%	(57,466,935)
Less Transfers	(41,517,725)	(46,343,772)	(51,009,924)	(41,137,931)	-19.4%	(39,212,494)
NET EXPENDITURES	371,490,512	390,862,607	414,497,623	387,867,669	-6.4%	391,957,364

Note: The 2012 Budget column shows the current budget.

2013-2014 Full Time Equivalents (“FTE”)

In 2013, 29.64 classified/unclassified FTEs were added compared to 2012. An additional 1.25 FTE were added to the 2014 Budget. The following table summarizes the FTE increases by Service Area.

Service Area	Budget 2013	Budget 2014
Executive, Legislative & Judicial	1.45	1.00
Community & Operation Services	6.50	0.00
Employee & Communication Services	2.00	0.00
Financial Services	4.00	0.00
Police Services	7.00	0.00
Policy, Planning & Transportation Services	4.20	0.00
Sustainability Services	1.00	0.25
Utility Services	3.50	0.00
Total	29.65	1.25

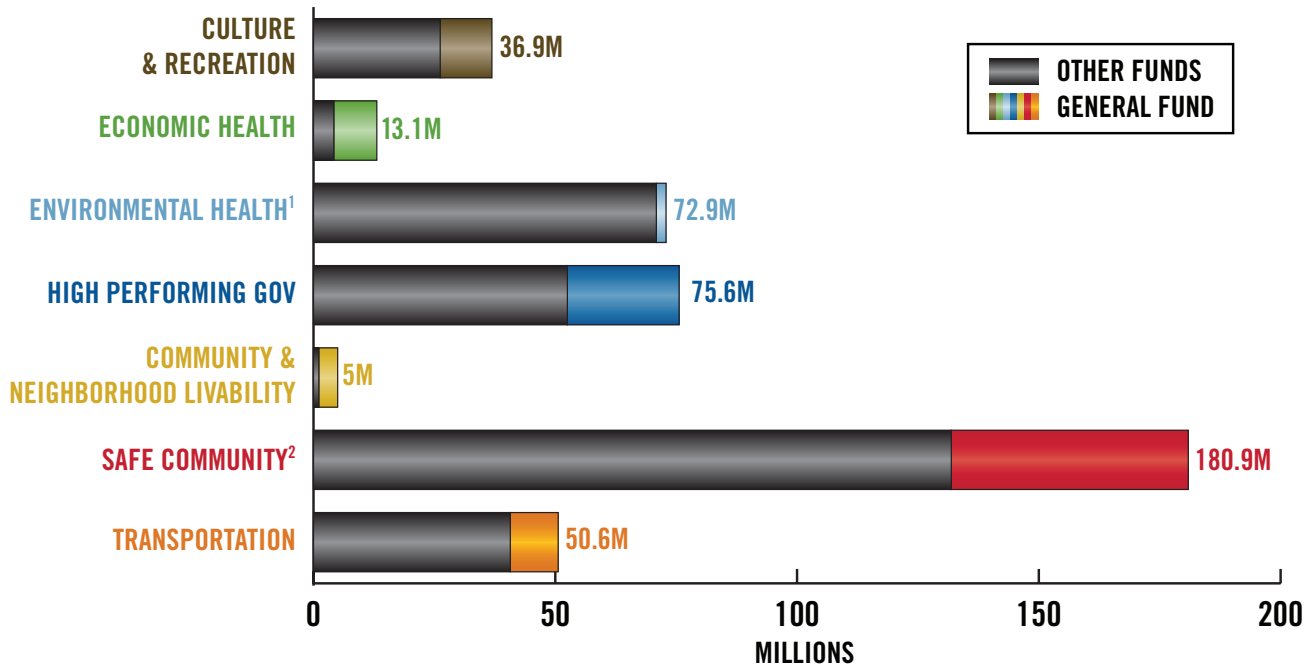
Contractual FTEs vary as new contracts are entered into, while others are not renewed. A total of 2.00 new contractual FTEs were added in 2013. Four (4.00 FTE) contractual positions, that existed in 2012, were not budgeted, resulting in the net decrease of 2.00 FTE in 2013.

EMPLOYEE - FULL TIME EQUIVALENTS

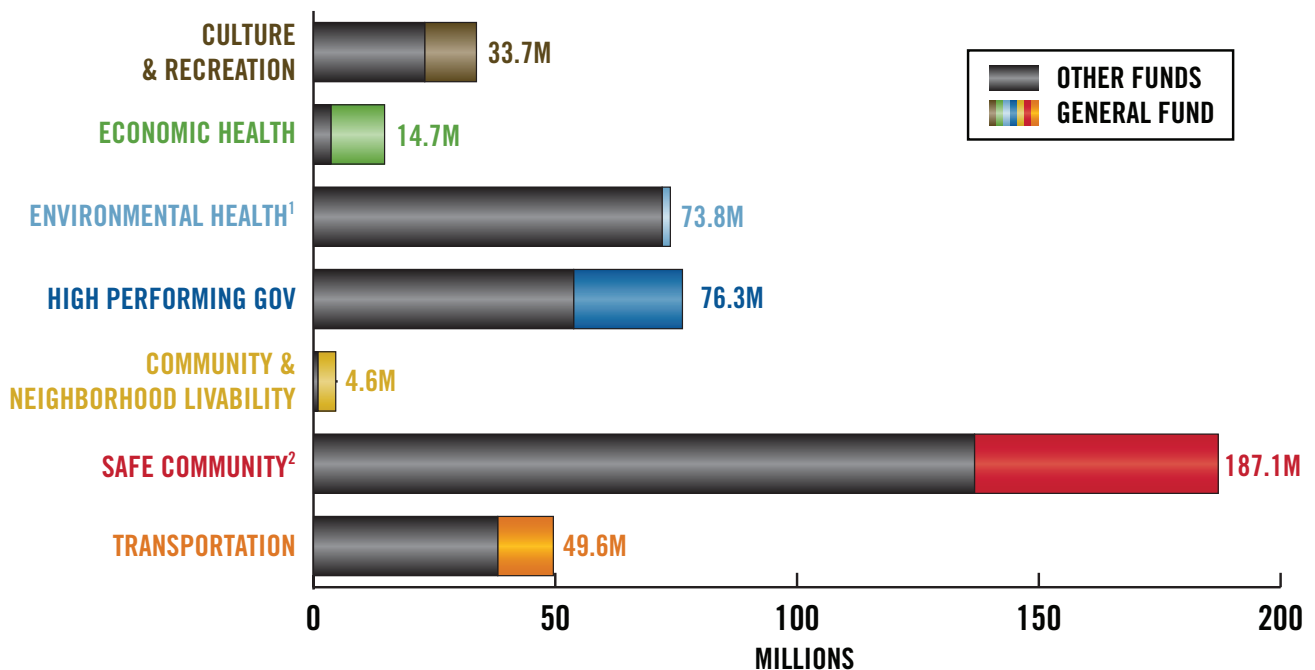
Unclassified Management, Classified, and Contractual

	Budget 2012	Revised 2012	Budget 2013	Budget 2014
City Council	7.00	7.00	7.00	7.00
Classified/Unclassified Service Area & Department				
Executive, Legislative, & Judicial	32.04	32.49	34.19	35.19
City Attorney	10.75	11.00	12.25	13.25
City Manager	9.94	10.14	10.59	10.59
Municipal Court	5.60	5.60	5.60	5.60
City Clerk	5.75	5.75	5.75	5.75
Community & Operation Services	257.67	259.77	266.02	266.02
Culture, Parks, Recreation & Environment				
Cultural, Parks, Recreation, & Environment Administration	1.85	1.85	2.35	2.35
Cultural Services	18.47	18.47	18.47	18.47
Natural Areas	29.00	29.00	30.00	30.00
Parks	66.50	66.50	69.50	69.50
Parks Planning & Development	5.65	5.65	5.65	5.65
Recreation	40.25	38.25	39.00	39.00
Information Technology	38.05	38.05	39.05	39.05
Operation Services				
Fleet	31.60	32.60	31.60	31.60
Building & ROW	26.30	29.40	30.40	30.40
Employee & Communication Services	25.95	25.95	27.95	27.95
Communications & Public Involvement	7.25	7.25	7.75	7.75
Human Resources	18.70	18.70	20.20	20.20
Financial Services	37.30	36.80	39.80	39.80
Finance	37.30	36.80	39.80	39.80
Police Services	287.70	288.25	296.05	296.05
Information Services	71.20	70.50	73.30	73.30
Investigations	62.00	62.25	63.25	63.25
Office of the Chief	13.50	14.50	14.50	14.50
Patrol	141.00	141.00	145.00	145.00
Planning, Development & Transportation	194.15	200.35	204.55	204.55
PDT Administration	4.30	4.30	4.30	4.30
Planning & Special Projects	4.50	5.00	5.00	5.00
Engineering	24.80	28.00	28.00	28.00
Comm. Dev. & Neighborhood Services	38.80	40.15	43.85	43.85
Non-Departmental - GID #1	0.00	0.15	0.15	0.15
Parking Services	14.50	14.50	15.00	15.00
Streets	29.75	30.75	30.75	30.75
Traffic	19.00	19.00	19.00	19.00
Transport/Dial-a-Ride	58.50	58.50	58.50	58.50
Sustainability Services	18.45	18.25	18.00	18.25
Economic Health	2.55	4.50	4.75	4.75
Urban Renewal Authority	1.70	1.00	1.00	1.00
Environmental Sustainability	8.00	8.25	7.25	7.50
Social Sustainability	6.20	4.50	5.00	5.00
Utility Services	349.50	344.70	349.65	349.65
Customer Service & Administration	91.30	87.80	91.00	91.00
Light and Power	98.50	98.20	99.95	99.95
Stormwater	25.73	25.73	22.88	22.88
Wastewater	60.76	60.76	61.01	61.01
Water	73.21	72.21	74.81	74.81
TOTAL CLASSIFIED/UNCLASSIFIED	1,202.76	1,206.56	1,236.21	1,237.46
CONTRACTUAL	37.50	56.75	54.75	54.75
TOTAL CLASSIFIED/UNCLASSIFIED/ CONTRACTUAL	1,240.26	1,263.31	1,290.96	1,292.21

TOTAL ALLOCATION BY RESULT- \$484.9M* GENERAL FUND & OTHER FUNDS – 2013



TOTAL ALLOCATION BY RESULT- \$488.6M* GENERAL FUND & OTHER FUNDS – 2014



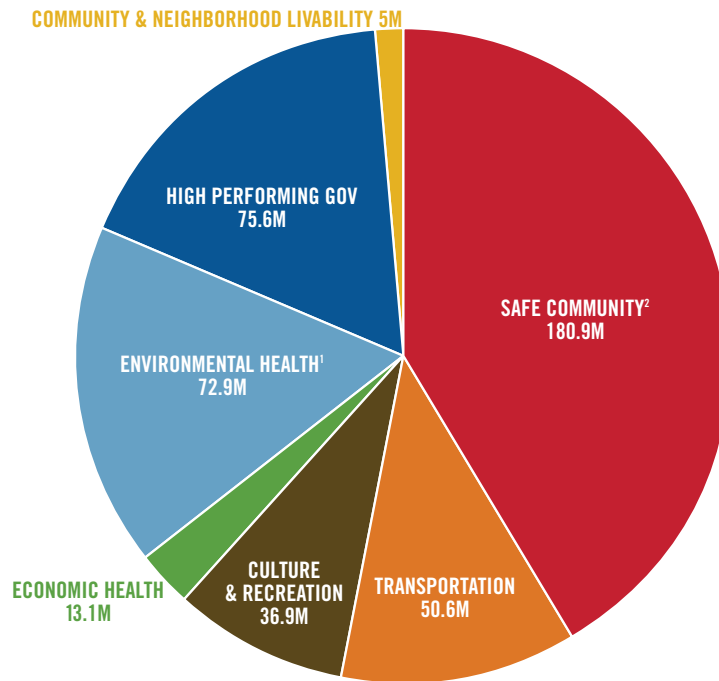
* In addition to the seven result areas, the total allocation by results also includes \$49.9M in 2013 and \$48.8M in 2014 for items like transfers between funds, debt service, payments to retirees and insurance costs. See the appendix for more information.

¹ Water, Wastewater, Natural Areas, Environmental Services

² Police, Fire, Electric, Stormwater

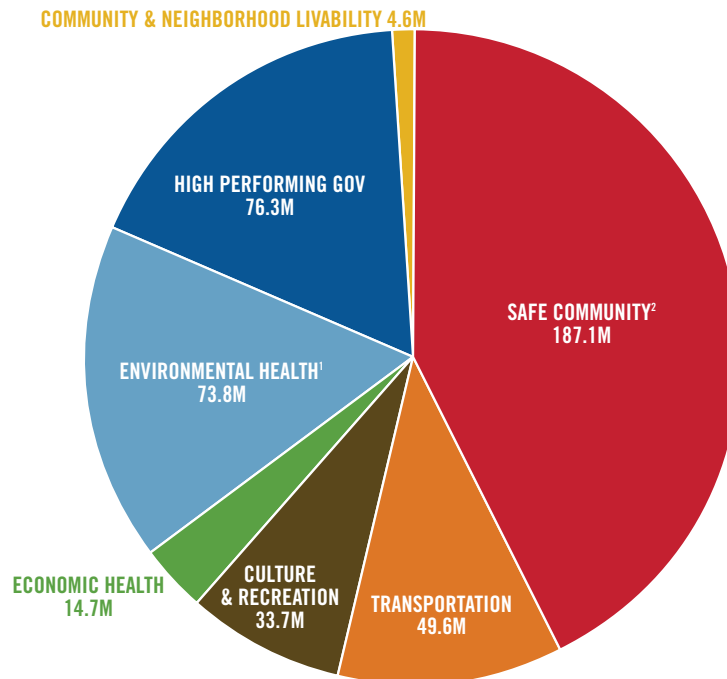
TOTAL ALLOCATION BY RESULT- \$484.9M*

GENERAL FUND & OTHER FUNDS – 2013



TOTAL ALLOCATION BY RESULT- \$488.6M*

GENERAL FUND & OTHER FUNDS – 2014



* In addition to the seven result areas, the total allocation by results also includes \$49.9M in 2013 and \$48.8M in 2014 for items like transfers between funds, debt service, payments to retirees and insurance costs. See the appendix for more information.

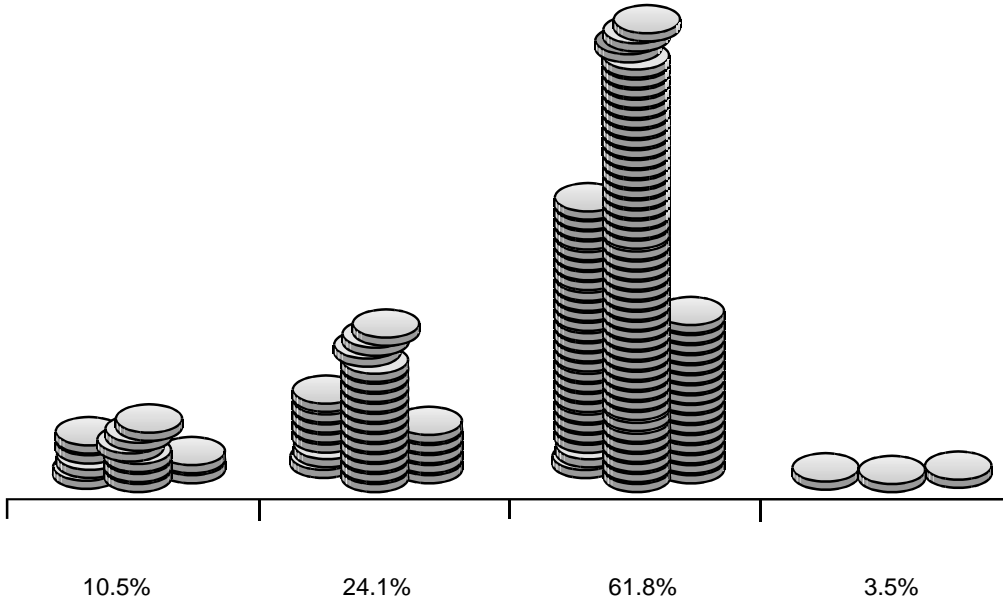
¹ Water, Wastewater, Natural Areas, Environmental Services

² Police, Fire, Electric, Stormwater

**WHAT DOES A CITY PROPERTY OWNER PAY?
2013 Property Tax Based on 2012 Assessment**

MILL LEVY

<u>CITY</u>	<u>COUNTY</u>	<u>POUDRE SCHOOL & LIBRARY DISTRICTS</u>	<u>OTHER</u>	<u>TOTAL</u>
9.797	22.520	57.686	3.309	93.312



To illustrate the City property tax portion payable in 2012 by an individual owning a home valued at \$200,000 and a business owning property valued at \$600,000:

Based on current Colorado statutes, residential property is assessed at 7.96% of its actual value and commercial and industrial property is assessed at 29%.

ACTUAL VALUE

ASSESSED VALUE

\$ 200,000	X	.0796	=	\$ 15,920
\$ 600,000	X	.2900	=	\$ 174,000

The 2013 City mill levy is 9.797 mills based on the 2012 assessed value of property (a mill equals one dollar for every thousand dollars of assessed valuation).

ASSESSED VALUE

MILL LEVY

CITY PROPERTY TAX

\$ 15,920	X	.009797	=	\$ 155.97
\$ 174,000	X	.009797	=	\$1,704.68



COMMUNITY AND NEIGHBORHOOD **LIVABILITY**

Fort Collins provides a high quality built environment and supports quality, diverse neighborhoods.

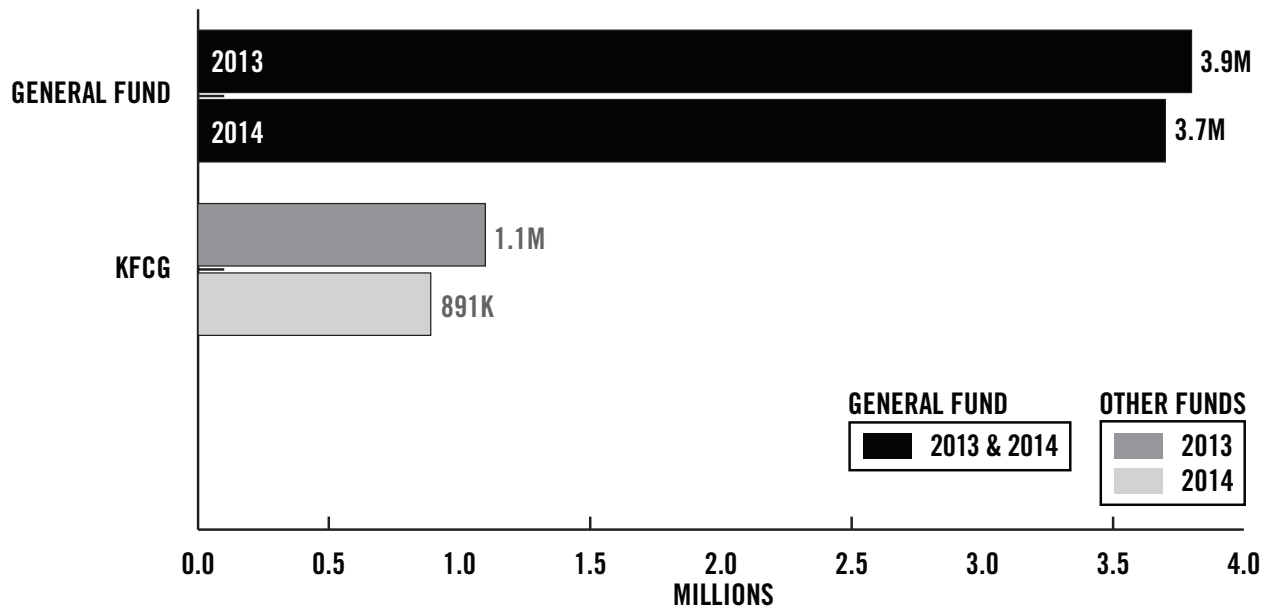




Community & Neighborhood Livability

2013 GENERAL FUND & OTHER FUNDS – 5M
2014 GENERAL FUND & OTHER FUNDS – 4.6M

- Code Enforcement
- Neighborhood Services
- Affordable Housing



OVERVIEW

Community and Neighborhood Livability is one of the smaller Result Areas in terms of overall funding, but it is very important to maintaining the high quality in life of Fort Collins.

Some of the most visible and important programs that are funded in Neighborhood Livability are the core services for neighborhood quality, maintenance and code compliance, as well as neighborhood street tree and median maintenance. Funding for Affordable Housing and Human Services Programs and Low Income, Senior and Disabled Rebate Programs is also included.

The Keep Fort Collins Great initiative provides funding for key enhancements to Neighborhood Livability. Most notable is Police staffing for a Campus West District. Other enhancements include increased funding for median renovations, furthering social sustainability efforts, including a social sustainability gap analysis, and establishment of a Parking Neighborhood Permit Program.

FUNDING SOURCES

This Result Area is exclusively funded from General Fund revenues, including restricted revenues from the traffic calming surcharge, and Keep Fort Collins Great.

KEY PURCHASES

- Neighborhood and Building Services programs, including code enforcement
- Mediation and Restorative Justice
- Affordable Housing and Human Services grant programs
- Low Income, Senior, and Disabled Rebate Programs
- Neighborhood street tree replacement
- Neighborhood traffic mitigation
- Social Sustainability Programs
- Long Range Planning

ENHANCEMENTS PURCHASED

- Additional Median Renovations
- Parking Neighborhood Permit Program
- Positions added:
 - Police Campus West District Staffing (4 FTE)
 - Social Sustainability Administrative Support (.5 FTE)
 - Community Garden Coordinator (1 FTE)

EXAMPLES OF SERVICE ENHANCEMENTS NOT PURCHASED

- Increased Multicultural Support position
- Social Sustainability position
- Mediation & Restorative Justice Added Services

COMMUNITY AND NEIGHBORHOOD LIVABILITY - 2013

Offer	Offer Cost		Offer Funding		
	Total	GENERAL FUND Dedicated	Ongoing	OTHER FUNDS	RESERVES
170.1 Neighborhood Services	314,029	0	314,029	0	0
170.2 Code Compliance, Occupancy and Zoning Enforcement	701,092	50,000	651,092	0	0
		<i>Special Assessments</i>			
40.1 Long Range Planning	370,318	0	370,318	0	0
80.2 Affordable Housing & Human Services Program Funding and Administrative Support	760,062	0	760,062	0	0
		<i>City of Fort Collins</i>			
80.3 KFCG: Affordable Housing and Human Services	150,047	0	0	150,047	0
		<i>Keep Fort Collins Great Fund</i>			
200.1 Low Income, Senior and Disabled Rebate Programs	217,450	0	217,450	0	0
99.1 Median Maintenance	489,157	8,094	481,063	0	0
		<i>Park Fees</i>			
203.1 Neighborhood Street Tree Replacement	50,000	0	50,000	0	0
162.1 Neighborhood Traffic Mitigation	130,000	130,000	0	0	0
		<i>Traffic Calming Surcharge</i>			
80.1 Social Sustainability Management, Core Programs, and Projects	294,553	0	294,553	0	0
170.3 Mediation & Restorative Justice Services	124,750	0	124,750	0	0
236.1 ENHANCEMENT: Community Garden Outreach Program	112,961	0	112,961	0	0
80.7 ENHANCEMENT: Social Sustainability Administrative Support	37,508	0	37,508	0	0

COMMUNITY AND NEIGHBORHOOD LIVABILITY - 2013

Offer	<u>Offer Cost</u>	<u>Offer Funding</u>			
	Total	GENERAL FUND Dedicated	Ongoing	OTHER FUNDS	RESERVES
40.2 KFCG ENHANCEMENT: West Central Neighborhood Plans Update	135,500	0	0	0	135,500
					<i>Keep Fort Collins Great Fund</i>
99.2 ENHANCEMENT: Median Renovations	308,214	0	308,214	0	0
80.6 KFCG ENHANCEMENT: Affordable Housing and Human Services	100,000	0	0	100,000	0
					<i>Keep Fort Collins Great Fund</i>
80.4 KFCG ENHANCEMENT: Social Sustainability Gap Analysis	75,000	0	0	75,000	0
					<i>Keep Fort Collins Great Fund</i>
69.1 KFCG ENHANCEMENT: Neighborhood Parking Permit Program	50,000	0	0	45,000	5,000
					<i>Keep Fort Collins Great Fund Keep Fort Collins Great Fund</i>
245.1 KFCG ENHANCEMENT: Police Campus West District 6 Staffing	544,748	0	0	0	544,748
					<i>Keep Fort Collins Great Fund</i>
Funded Offers	4,965,389	188,094	3,722,000	370,047	685,248
80.9 ENHANCEMENT: Increased Multicultural Support	14,882	0	14,882	0	0
80.10 ENHANCEMENT: Culture of Social Sustainability in the Community	118,250	0	118,250	0	0
170.4 ENHANCEMENT: Mediation & Restorative Justice Added Service	19,152	0	19,152	0	0
245.2 ENHANCEMENT: Police Campus West District 6 Staffing	136,187	0	136,187	0	0
Unfunded Offers	288,471	0	288,471	0	0

COMMUNITY AND NEIGHBORHOOD LIVABILITY - 2013

Offer	<u>Offer Cost</u>	<u>Offer Funding</u>			
	Total	GENERAL FUND Dedicated	GENERAL FUND Ongoing	OTHER FUNDS	RESERVES
Total Offers	5,253,860	188,094	4,010,471	370,047	685,248

COMMUNITY AND NEIGHBORHOOD LIVABILITY - 2014

Offer	Offer Cost		Offer Funding			
	Total	Dedicated	GENERAL FUND Ongoing	OTHER FUNDS	RESERVES	
170.1 Neighborhood Services	320,199	0	320,199	0	0	
170.2 Code Compliance, Occupancy and Zoning Enforcement	710,251	50,000	660,251	0	0	
		<i>Special Assessments</i>				
40.1 Long Range Planning	361,743	0	361,743	0	0	
80.2 Affordable Housing & Human Services Program Funding and Administrative Support	760,776	0	760,776	0	0	
		<i>City of Fort Collins</i>				
80.3 KFCG: Affordable Housing and Human Services	150,047	0	0	150,047	0	
		<i>Keep Fort Collins Great Fund</i>				
200.1 Low Income, Senior and Disabled Rebate Programs	227,300	0	227,300	0	0	
99.1 Median Maintenance	525,006	8,377	516,629	0	0	
		<i>Park Fees</i>				
203.1 Neighborhood Street Tree Replacement	50,000	0	50,000	0	0	
162.1 Neighborhood Traffic Mitigation	130,000	130,000	0	0	0	
		<i>Traffic Calming Surcharge</i>				
80.1 Social Sustainability Management, Core Programs, and Projects	299,811	0	299,811	0	0	
170.3 Mediation & Restorative Justice Services	149,150	0	149,150	0	0	
236.1 ENHANCEMENT: Community Garden Outreach Program	53,925	0	53,925	0	0	
80.7 ENHANCEMENT: Social Sustainability Administrative Support	38,414	0	38,414	0	0	

COMMUNITY AND NEIGHBORHOOD LIVABILITY - 2014

Offer	Offer Cost	Offer Funding				
	Total	GENERAL FUND Dedicated	Ongoing	OTHER FUNDS	RESERVES	
99.2 ENHANCEMENT: Median Renovations	91,786	0	0	0	91,786 <i>General Fund</i>	
40.3 KFCG ENHANCEMENT: East Side and West Side Neighborhood Plan Updates	153,800	0	0	153,800	0 <i>Keep Fort Collins Great Fund</i>	
80.6 KFCG ENHANCEMENT: Affordable Housing and Human Services	100,000	0	0	100,000	0 <i>Keep Fort Collins Great Fund</i>	
69.1 KFCG ENHANCEMENT: Neighborhood Parking Permit Program	50,916	0	0	50,916	0 <i>Keep Fort Collins Great Fund</i>	
245.1 KFCG ENHANCEMENT: Police Campus West District 6 Staffing	436,616	0	0	0	436,616 <i>Keep Fort Collins Great Fund</i>	
	Funded Offers	4,609,740	188,377	3,438,198	454,763	528,402
80.9 ENHANCEMENT: Increased Multicultural Support	15,276	0	15,276	0	0	
80.10 ENHANCEMENT: Culture of Social Sustainability in the Community	135,244	0	135,244	0	0	
170.4 ENHANCEMENT: Mediation & Restorative Justice Added Service	23,023	0	23,023	0	0	
80.5 KFCG ENHANCEMENT: Sense of Place Study	85,000	0	0	85,000	0 <i>Keep Fort Collins Great Fund</i>	
80.8 ENHANCEMENT: Contingency Funding for Potential Federal Cuts to CDBG	50,000	0	50,000	0	0	

COMMUNITY AND NEIGHBORHOOD LIVABILITY - 2014

Offer	Offer Cost Total	Offer Funding			
		GENERAL FUND		OTHER FUNDS	RESERVES
		Dedicated	Ongoing		
245.2 ENHANCEMENT: Police Campus West District 6 Staffing	429,563	0	429,563	0	0
Unfunded Offers	738,106	0	653,106	85,000	0
Total Offers	5,347,846	188,377	4,091,304	539,763	528,402

COMMUNITY AND NEIGHBORHOOD LIVABILITY

40.1 Long Range Planning - Funded

2013 - \$370,318

2014 - \$361,743

This offer provides comprehensive and strategic planning for the ongoing development/redevelopment of the community. The primary service provided is the management, interpretation, implementation and monitoring of City Plan (the City's comprehensive plan, recently updated in the Plan Fort Collins process). Other services include area plans for neighborhoods, corridors and districts; amendments to codes and regulations; annexation/zoning/rezoning of properties; coordination with adjacent communities on land use matters; maintaining demographic data; and policy analysis and recommendations to City Council, Boards/Commissions and citizens. All work is done in collaboration with the public and many City departments. In 2013-2014, the focus of services will be on projects related to implementing City Plan.

The outcome of this offer is a high quality community with well planned public and private places. Another outcome is increased awareness of the Plan Fort Collins vision through a high level of coordination and collaboration on a wide range of City projects.

40.2 KFCG ENHANCEMENT: West Central Neighborhood Plans Update - Funded

2013 - \$135,500

2014 - \$0

This offer funds a project to update the 1999 West Central Neighborhoods Plan. The Plan comprises an area within one mile west and south of CSU. The Plan provides a vision for the area, and serves as the basis for land use regulations, housing policies, transportation practices, and historic preservation. Recent major issues have been raised by citizens, prompting Council to request an earlier update to the Plan than otherwise scheduled. These issues involve student housing, historic preservation, transportation, and other topics.

The Plan would be analyzed for its direction on these issues. If current policies and strategies are insufficient, they would be updated. In addition, this project would seek to clarify or initiate key implementation actions. The update would incorporate new information from related planning efforts in the area, including the Student Housing Action Plan, Land Use Code amendments regarding compatibility, City Code amendments regarding historic preservation, and new CSU initiatives.

Funding would be used for consulting support and project-related expenses. Existing Long Range Planning staff would manage the project.

The outcome of this project would be more awareness and agreement about the acceptable levels and kinds of change that are appropriate in the West Central Neighborhoods area. More specifically, the result would be better, more compatible development projects and a clarified strategy for implementing Plan action items.

COMMUNITY AND NEIGHBORHOOD LIVABILITY

40.3 KFCG ENHANCEMENT: East Side and West Side Neighborhood Plan Updates - Funded **2013 - \$0**
2014 - \$153,800

This offer funds a project to update both the 1986 East Side Neighborhood Plan and 1989 West Side Neighborhood Plan. The need is identified on the City's Policy and Plan Review Schedule, which is used by Council and the City Manager to guide work programs.

These were the first neighborhood plans ever done by the City, in response to concerns, issues, and pressures at that time. They led to rezoning with new development regulations and other implementation over the years. As the East Side plan approaches 30 years in service, conditions have changed in and around the neighborhoods, and extensive new information needs to be incorporated into the Plans for them to remain useful. This project needs to explore issues, clarify the vision, update the City's policy approach toward the next 10-20 years, and identify needed actions to implement the updated plans. All work requires extensive public involvement.

A consultant team would perform the bulk of time-intensive tasks, in full collaboration with Long Range Planning staff who will provide guidance, needed assistance, and final quality control. Staff does not have capacity to execute the project without this funding.

Main outcomes include 1) more awareness and agreement about the levels and kinds of change in the neighborhoods and, 2) retention and enhancement of the irreplaceable, defining character of the neighborhoods as they continue to age and change.

69.1 KFCG ENHANCEMENT: Neighborhood Parking Permit Program - Funded **2013 - \$50,000**
2014 - \$50,916

This offer provides funding to create a full-service neighborhood parking permit program in Fort Collins. This program will address the issue of residents not being able to park in their own neighborhoods. Several neighborhoods have expressed the need to solve this problem. Currently, there are no programs in place to provide help. Feedback from the Fort Collins Parking Plan indicates this problem is real and urgent. This offer is linked to Offer 67.1: Parking Operations. This offer will provide funding sufficient to implement a neighborhood parking permit program on approximately 25 blocks per year.

80.1 Social Sustainability Management, Core Programs, and Projects - Funded **2013 - \$294,553**
2014 - \$299,811

This offer provides the personnel to supervise and implement the non-federal core services, programs and projects of the Social Sustainability Department, including the Director and one full-time sustainability planner. This offer includes interface, collaboration and partnerships; research and preparation of data, reports and performance measures; seeking outside funding opportunities; providing training events; and more. 2013/2014 projects will include prioritizing areas of City social sustainability efforts and recommending strategies for proactively addressing relevant social issues; and, building social sustainability principles into how the City does its business.

COMMUNITY AND NEIGHBORHOOD LIVABILITY

80.2 Affordable Housing & Human Services Program Funding and Administrative Support - Funded **2013 - \$760,062**
2014 - \$760,776

This offer requests funding for continuation of the City's Affordable Housing Fund (AHF) and Human Services Program (HSP) and includes administrative (personnel and non-personnel) costs. The AHF and HSP provide financial assistance to affordable housing and community development agencies. The City's financial assistance to affordable housing is allocated through the semi-annual competitive process which involves both the Affordable Housing Board and CDBG Commission. Administrative costs cover staff involvement in the competitive process as well as contract preparation and monitoring of funds allocated to recipients. The funding levels for the AHF and HSP projects/programs are set at 2012 funding levels.

80.3 KFCG: Affordable Housing and Human Services - Funded **2013 - \$150,047**
2014 - \$150,047

This offer provides the KFCG portion of the funding for the semi-annual Competitive Process. The funding levels in this offer are set at the 2012 KFCG funding level.

80.4 KFCG ENHANCEMENT: Social Sustainability Gap Analysis - Funded **2013 - \$75,000**
2014 - \$0

This offer provides funding for the non-personnel costs to complete the analysis of current conditions and gaps in social sustainability. The purpose of the study is to determine the steps to be taken in moving from a current state to a desired future-state of community- and organization-wide social sustainability. At its core are two questions: "Where are we?" and "where do we want to be?" The product of the offer will be a written gap analysis report that will include identifying priorities and levels of investment of time, money, and human resources to achieve social sustainability, as well as an understanding of how a specific or group of actions, solutions or strategies, meets a targeted need. The report will also provide a set of metrics to measure the performance of the organization and community in reaching targeted results over time. Topics that will be investigated include, but are not limited to, affordable housing, families, aging, human services funding, health/wellness, local food production, homelessness, integration with schools, citizen participation and involvement, early childhood care and education, volunteerism, the social relationships that create a sense of community, and sense of place.

80.6 KFCG ENHANCEMENT: Affordable Housing and Human Services - Funded **2013 - \$100,000**
2014 - \$100,000

This offer is for increasingly, greatly needed additional KFCG funds for the semi-annual Competitive Process, which provides funding to affordable housing agencies, developers and non-profit social services agencies that give support to low-to moderate-income individuals in our community.

COMMUNITY AND NEIGHBORHOOD LIVABILITY

80.7 ENHANCEMENT: Social Sustainability Administrative Support - Funded **2013 - \$37,508**
2014 - \$38,414

This offer provides a new half-time Executive Administrative Assistant to provide critical administrative support and assistance to the new and very busy Social Sustainability Department, where there is no similar dedicated administrative support resource currently available. This person will be combined with a .5 FTE request from Economic Health to hire a 1.0 FTE to support both the Social Sustainability Department as well as the Economic Health Department. Links to Offer 6.10: Economic Health Administrative Support.

99.1 Median Maintenance - Funded **2013 - \$489,157**
2014 - \$525,006

This offer is for the maintenance of more than 300 medians and streetscapes totaling 63 acres, for nine months each year (March to November). Medians and streetscapes help provide safe, functional and visually appealing streets for the community. Many medians are located at gateways into Fort Collins and the appearance and upkeep of these landscaped islands serve multiple purposes. They provide safe traffic flow, as well as attention to and convey the character of the community. The majority of medians are located along major arterials throughout the city.

The Parks Division assumes responsibility for new median maintenance from the Engineering Department after a two-year, post-construction warranty period is complete. This maintenance service has been provided by private contractors for several budget cycles. Contractual duties include maintaining irrigation systems, mowing, trimming, weeding, and cleaning. Some small renovation projects are done, but are not adequate to keep up with renovation needs. A separate medians renovation enhancement offer (99.2) is being proposed this budget cycle. No contractual maintenance services are provided December through February, but Parks staff will respond to safety problems and litter issues. Outsourcing this maintenance operation helps reduce the need for more staff and equipment, and reduces exposure to accidents from working in high traffic areas. The Parks Division partners with the Forestry Division to maintain median trees.

99.2 ENHANCEMENT: Median Renovations - Funded **2013 - \$308,214**
2014 - \$91,786

This offer would renovate deteriorating medians along arterials and at gateways into the city. Parks Division staff has identified 32 medians, totaling 173,014 sq. ft., recommended for renovation to the proposed new standards. The majority of these medians are along College Avenue between Horsetooth and Mulberry. They are mostly rock and mulch-covered with very little vegetation. If funding is provided, staff would work with other departments to prioritize medians to be renovated. Working with the proposed new Landscape Standards team, a more sustainable and aesthetic landscape would be implemented. This would greatly enhance the visual appeal of these medians. Renovation costs are estimated to be \$10 per sq. ft. The offer is requesting renovation funding of \$200,000 annually to renovate approximately 20,000 sq. ft. of medians per year.

COMMUNITY AND NEIGHBORHOOD LIVABILITY

162.1 Neighborhood Traffic Mitigation - Funded

2013 - \$130,000

2014 - \$130,000

Speeding in residential neighborhoods is a common concern expressed by citizens in Fort Collins. This offer would continue the Neighborhood Traffic Mitigation Program started in 2010. Through the program the City provides portable radar speed trailers that rotate through neighborhoods, provides yard signs, and conducts radio advertisements. In addition, the program offers physical traffic mitigation devices such as speed humps, permanent radar speed displays and dynamic school zone speed limit signs in qualifying neighborhoods.

170.1 Neighborhood Services - Funded

2013 - \$314,029

2014 - \$320,199

Neighborhood Outreach and Education Programs promote good neighbor relationships with events and education opportunities for neighborhoods, homeowners associations, landlords, and residents. Neighborhood Outreach and Education programs include Neighborhood Grants, Neighborhood Night Out, the Landlord Education Series, Adopt-A-Neighbor, Homeowner Association workshops, and the recent addition of Development Review Outreach. These collaborative programs are geared toward education, outreach, and community building. Targeted efforts are also geared toward assisting citizens with City codes and processes, including Development Review.

The Community Liaison (CL) Program utilizes creative programming and education to develop positive relationships between students and residents living in neighborhoods. Some of the CL programs include Fall Cleanup, Community Welcome, U+2 and other campaigns, Neighborhood Dialogues, Sophomore Transitions (Rental World, decks of cards, student handbook, Off-Campus Jeopardy), CSUnity, Party Partners, and Party Registration. Colorado State University (CSU) is a major partner in this effort – the cost of this position and associated programming are split between the City and CSU.

170.2 Code Compliance, Occupancy and Zoning Enforcement - Funded

2013 - \$701,092

2014 - \$710,251

Code Compliance reduces or eliminates nuisances that detract from the appearance, cleanliness and overall desirability of neighborhoods. Enforcement services contribute to the preservation, maintenance and enhancement of neighborhoods, encourage voluntary compliance and maintain neighborhood character.

Zoning Services maintains and enhances the attractiveness of neighborhoods, encourages voluntary compliance with Zoning codes, maintains neighborhood character by ensuring compatibility of infill and new development, and helps to assure an adequate supply of quality housing.

Occupancy enforcement ensures compliance with the City's Occupancy Ordinance, which minimizes negative impacts in neighborhoods and preserves the character of low-density residential neighborhoods.

COMMUNITY AND NEIGHBORHOOD LIVABILITY

170.3 Mediation & Restorative Justice Services - Funded **2013 - \$124,750**
2014 - \$149,150

This offer fosters good neighbor relationships and community livability, supports attractive neighborhoods, contributes to the safety of the community, and capitalizes on numerous collaborations. Mediation and Restorative Justice Services (MRJS) delivers innovative services responsive to community needs. Conflict resolution assistance, including mediation, is provided to residents for community conflicts, neighbor disputes, code compliance and development concerns, and landlord-tenant and roommate issues. MRJS also provides restorative justice processes that bring young offenders together with those they have harmed in order to repair relationships and make reparations to victims and the community. This service reduces the impact of crime on victims and community members, reduces recidivism of young offenders, and promotes community building and problem solving. These services are supported by partnerships with Colorado State University, Fort Collins Police Services and other law enforcement agencies, Fort Collins Housing Authority, Neighbor to Neighbor, Colorado Legal Services, 211, Larimer County Animal Control, Poudre School District, Municipal Court, 8th Judicial District Attorney's Office, 8th Judicial District Probation Department, and various local organizations. More than 70 community volunteers contribute 3,500 hours/year to MRJS by directly providing the mediation and restorative justice services that impact community and neighborhood livability in profound ways.

200.1 Low Income, Senior and Disabled Rebate Programs - Funded **2013 - \$217,450**
2014 - \$227,300

This offer funds three rebate programs that are offered to low-income residents. The rebates include a property tax or rent rebate, and a utility rebate, which are both available to low-income senior and disabled residents. This offer also includes a sales tax on food rebate, which is available to all low-income residents.

203.1 Neighborhood Street Tree Replacement - Funded **2013 - \$50,000**
2014 - \$50,000

This offer is to replace neighborhood street trees that have died or been destroyed. Residential street trees are located in parkways between the sidewalk and curb to the front and sides of homes on residential streets, and on some collector and arterial streets that are adjacent to residential development. Replacing residential street trees provides a direct customer service from the City. Planting replacement trees is essential to sustain the urban forest over time.

The aesthetic quality of residential streets has been shown by visual analysis to be greatly enhanced by the presence of street trees. Tree-lined streets are one of the most desired visual elements in neighborhoods. Citizens expect street trees to be replaced so that the attractiveness of their neighborhood is maintained. This offer will replace 150 neighborhood street trees per year.

COMMUNITY AND NEIGHBORHOOD LIVABILITY

236.1 ENHANCEMENT: Community Garden Outreach Program - Funded **2013 - \$112,961**
2014 - \$53,925

The Gardens on Spring Creek, in collaboration with Neighborhood Services, Park Planning and the Parks Department, requests funding for a pilot project to build up to four community gardens in neighborhood parks. Community gardens would be constructed in neighborhoods interested in having a garden, and where Park Planning and Parks have determined there is an appropriate space in a City-owned neighborhood park.

245.1 KFCG ENHANCEMENT: Police Campus West District 6 Staffing - Funded **2013 - \$544,748**
2014 - \$436,616

This offer will provide four new officers to staff Patrol Area 6 which includes Campus West. Combined with a General Fund offer (245.2) being submitted for three other positions, a full compliment of officers and one sergeant will be in place to staff a future Campus West substation.



Community and Neighborhood Livability

Fort Collins provides a high quality built environment and supports quality, diverse neighborhoods.

Primary Factors

Adequate and Diverse Supply of Quality Housing

Attractive Neighborhoods

Good Neighbor Relationships

Community Functionality and Attractive Design

Secondary/Causal Factors

- Quality Design/Building Standards
- Sustainable/Attainable Housing
- Mix of Housing Types, Densities and Locations
- Ownership Opportunities

- Attractive Public Places
- Clean and Maintained
- Code Compliance
- Graffiti-free
- Historic Preservation
- Parking

- Collaboration/Outreach
- Occupancy Standards
- Reasonable Noise Levels
- Informal Networks/HOAs
- Conflict Resolution

- Economic, Social, and Environmental Sustainability
- Efficient Supply of Infrastructure and Services
- Prioritized Infill and Targeted Redevelopment
- Unique Gateways
- Coordinated Edges and Growth Management Areas
- Multi-Modal Connections
- Mixed-Use Community Centers



Community and Neighborhood Livability Request for Results

Team Members

Chairperson:	Matt Zoccali, Regulatory and Government Affairs
Budget Liaison:	Janice Saeger, Recreation
Communications:	Susan Herlihy, Cultural Services
Members:	Kurt Clow, Police
	Tim Buchanan, Forestry
	Patty Netherton, Municipal Court
	Polly Lauridsen, Neighborhood Services
	Kristin Kirkpatrick, Citizen Participant

Result

Fort Collins provides a high quality built environment and supports quality, diverse neighborhoods.

Introduction/Summary of Results Map

Community is defined as a cohesive, integrated whole, made up of a sum of individual neighborhoods and developments, commercial and employment activity centers, streets, parks, and public works, which fosters positive interactions among people.

The four primary factors of Community and Neighborhood Livability (CNL) are Adequate and Diverse Supply of Attainable and Quality Housing, Attractive Neighborhoods, Good Neighbor Relationships, and Community Functionality and Attractive Design. These factors are supported by feedback from City Council, citizen input, discussion with subject matter experts, City Plan Fort Collins, and the 2010 Community Scorecard. The principals of CNL address Fort Collins at two levels: first, at a city-wide level, and second, at a specific level for each of the type of neighborhoods identified in the City Structure Map (City Plan Fort Collins). The overall vision for the built environment results in four basic kinds of components: Neighborhoods, Districts, Edges, and Corridors.

Additional priorities that define CNL include occupancy ordinances, noise levels, multi-modal connections, conservation of natural habitats and protection of view corridors, homeowner and neighborhood relations, and historic preservation.

Indicators

Indicator 1: How effectively the City reduces barriers to quality affordable housing while investing its human services dollars. We will continue to reduce these barriers to affordable housing with outreach, innovative programs and policies while monitoring how effectively the affordable housing dollars are leveraged.

Measures:

- Number of Homebuyers Assistance loan recipients;
- Dollars allocated to align with the City's Affordable Housing Strategic Plan;
- Number of low and moderate income citizens who are served in key areas of service gaps with available dollars

For residents the City offers: Homebuyer Assistance (HBA) and distributes Federal dollars which fund over two dozen non-profit agencies providing wide range of needs from credit counseling, homelessness, low interest loans, and meals. By a Council Ordinance, the City allocates a minimum of \$133,000 per year into the Affordable Housing Program. This is combined with Federal monies (i.e. Community Development Block Grant, HOME Investment Partnership Program, etc.) to roughly total over \$4M and dispersed throughout the community.

By tracking how well dollars allocated line up with the Affordable Housing Strategic Plan, and the number of low and moderate income citizens are served with human services dollars, the City can demonstrate effectiveness in reducing barriers to quality affordable housing, while addressing other key areas of need.

Indicator 2: Residents like their neighborhood. We support building community through neighborhood events, education and attractive and well-planned neighborhoods.

Measures:

- Number of Graffiti cases reported and number of sites cleaned;
- Neighborhood rating at least equal to or greater than regional and national average;
- Improve 2010 Community Scorecard response to at least 80% "Good" or "Very Good";
- Maintain 2010 Community Scorecard response trend in "Good" or "Very Good" ratings relating to availability of affordable and quality housing

According to the 2010 Community Scorecard, respondents who rated their neighborhoods as "Good" or "Very Good" places to live has declined from 85% in 2006, to 78% in 2010. When compared to the regional and national averages, the City of Fort Collins compares similarly; a World Class City strives to exceed regional and national averages. During the same period, the percent of respondents who answered "Good" or Very Good" to the Availability of Affordable Quality Housing, increased from below 20% in 2006 to above 40% in 2010. All offers should address the trends; continuing the positive improvements made in areas of availability of quality housing and reversing the downward trend in seeing neighborhoods as a great place to live.

Indicator 3: Residents are good neighbors. We support on-going enforcement of nuisance programs and development of positive neighbor relationships.

Measures:

- Number of noise complaints and noise violations;
- Maintain trend in City performed code compliance abatements;
- Maintain/Improve 2010 Community Scorecard 40% level for respondents knowing at least 1-5 of their neighbors

The City works with community members in an effort to promote and encourage voluntary code compliances. Punitive measures are rarely enforced. This cooperative effort has resulted in a decreased number of City-issued citations or abatements. (e.g. The City hires a contractor to correct the violation and charges the property owner for the work).

Indicator 4: A functional and attractive community enhances quality of life. We support a community with a look, feel and function that promotes human well-being and satisfaction.

Measures:

- Maintain level of good and very good rating at or above 90% of overall satisfaction as a place to live;
- Maintain level of good and very good ratings at or above 85% of overall quality of life found in the community.

The 2010 Community Scorecard results indicated a strong satisfaction of the quality of life and services found in the community. When compared to the regional and national averages, the City of Fort Collins compares similarly or higher; a World-Class City strives to exceed regional and national averages.

Purchasing Strategies

We are looking for offers that:

1. Encourage and foster good neighbor **relationships** with events and education opportunities for Homeowners Associations and other neighborhood groups. Encourage open neighborhood communication and formation of neighborhood groups through inclusivity, respect, and volunteerism. Bolster customer service by creating tools to strengthen relationships, pride, enhance information sharing and educate; in particular green practices, covenants and city policies. (Good Neighbor Relationships)
2. Encourage innovative enforcement efforts and **voluntary compliance** with City codes and increase outreach regarding the **occupancy ordinance** and industrial or residential **noise** levels including trains, motorcycles, vehicles, barking dogs, parties, etc. (Attractive Neighborhoods & Good Neighbor Relationships)
3. Enhance and maintain the attractiveness of neighborhoods, especially with **trees** and other **sustainable** methods. (Attractive Neighborhoods & Good Neighbor Relationships)
4. **Preserve the character** of neighborhoods; address **historic preservation**, infill development compatibility, **green building incentives**, redevelopment, and new development indicated in City Plan. (Attractive Neighborhoods & Adequate and Diverse Supply of Quality Housing)
5. Provide, enhance and maintain **attractive public spaces** like rights of ways, streetscapes and **gateways**. Provide public education on issues like graffiti and Bark Beetles. (Attractive Neighborhoods and Community Functionality and Attractive Design).
6. Encourage collaboration with Front Range Community College, Colorado State University, **Associated Students** of CSU and FRCC, faculties, employees, non-traditional families and all other appropriate entities. (Good Neighbor Relationships)
7. Provide innovative solutions on **housing choices** and stability as well as **homelessness**; collaborate with initiatives like **Pathways Past Poverty, Bridges Out of Poverty** and **Homeward 2020**. (Adequate and Diverse Supply of Quality Housing)
8. Implement strategic support for key identified human services categories of need for low to moderate income households in our community, such as: meeting safety needs, increasing self-

sufficiency or independence, or strategies which stabilize households or systemically decrease poverty. (Adequate and Diverse Supply of Quality Housing)

9. Encourage **partnerships** with private entities and public agencies (e.g. Poudre School District, Larimer County) for housing and other programs such as historic preservation, **yard waste** and **recycling**. (Good Neighbor Relationships & Adequate and Diverse Supply of Quality Housing)
10. Improve neighborhood **parking** management through voluntary methods in addition to enforcement plus provide great customer service. (Attractive Neighborhoods and Good Neighbor Relationships).
11. Maintain and improve an interconnected system of corridors that provides habitat essential to the conservation of plants, animals, and their associated ecosystems, while allowing for recreational opportunities and natural viewsheds. (Community Functionality and Attractive Design)
12. Address sustainability and consider the social, financial and environmental impacts. We encourage proposals that include **customer service** and innovation related to programs, services, etc. (All four Primary Factors).

Sources & Reports

- Council Workshop, 2012
- *2010 Community Scorecard*, City of Fort Collins
- Affordable Housing Office
- City of Fort Collins, Advanced Planning Department
- Fort Collins Municipal Code
- City of Fort Collins Neighborhood Services Office
- Analysis of Impediments to Fair Housing Choice, Draft, Spring 2012
- US Department of Housing & Urban Development

Related Major Plans

- City Plan Fort Collins, 2010
- City of Fort Collins Organizational Strategic Plan, 2011
- Affordable Housing Strategic Plan, 2010
- Consolidated Housing and Community Development Plan 2010-2014

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CULTURE AND RECREATION

Fort Collins provides diverse cultural and recreational amenities.

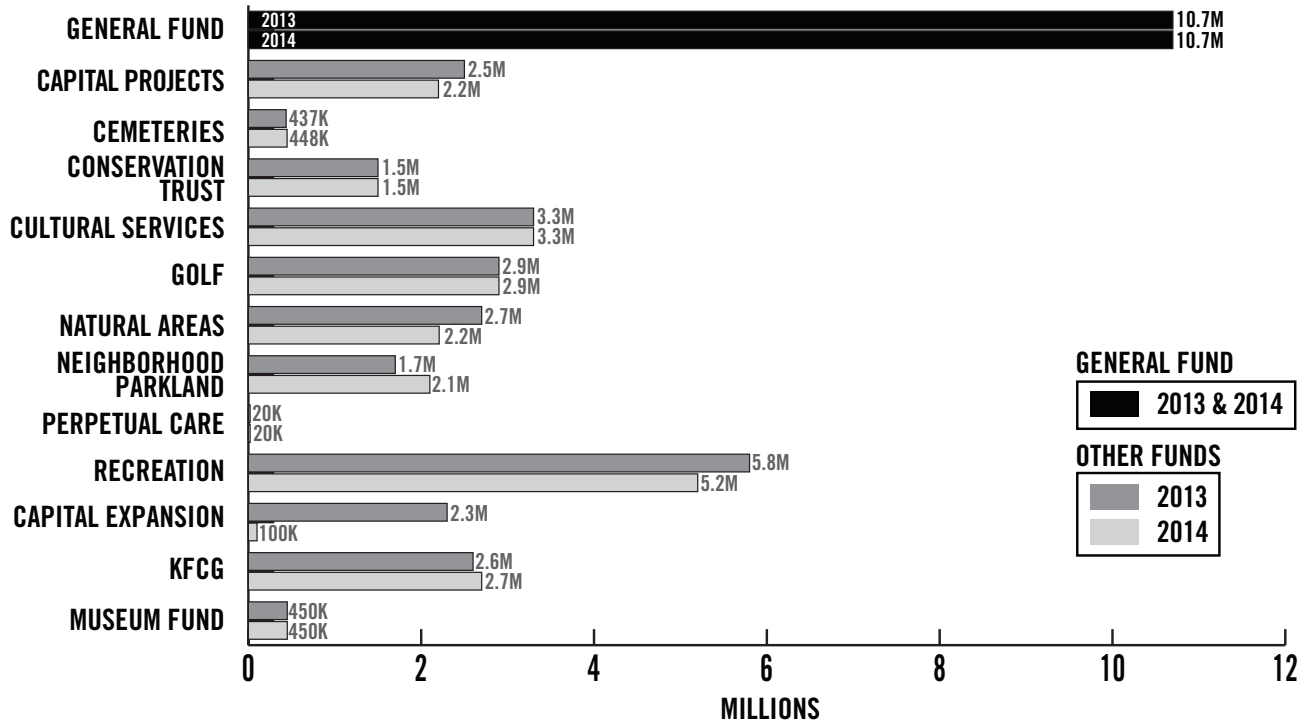




Culture & Recreation

2013 GENERAL FUND & OTHER FUNDS – 36.9M
 2014 GENERAL FUND & OTHER FUNDS – 33.7M

- Recreation
- Parks
- Cultural Facilities
- Golf



OVERVIEW

The Culture and Recreation Result Area includes programs such as Parks, Recreation, Cultural Services, Natural Areas, Trails and Memorial Parks, which are essential elements that distinguish Fort Collins from other communities and enhance our quality of life.

In November 2010, voters approved a .85% City sales tax increase known as Keep Fort Collins Great. A portion of the new revenue, 11%, is specifically dedicated to parks and recreation services. As a result, this budget preserves key services, including Mulberry Pool, youth and senior programs, and services at the Gardens on Spring Creek and the Fort Collins Discovery Science Museum.

This budget also invests resources in the expansion of the Senior Center, operation of the new Museum of Discovery, parks maintenance, and the annual July 4 celebration.

FUNDING SOURCES

In addition to significant General Fund revenues which are used to support culture, parks, and recreation programs, a number of dedicated and restricted revenues are also included in this Result Area. User fees support both recreation facilities and cultural facilities. Revenue from the self-funded Golf program and a portion of the .25% dedicated natural areas tax also appear in this Result Area.

KEY PURCHASES

- Recreation facilities (EPIC, City Park Pool, Mulberry Pool, Senior Center, Northside Aztlan Center, Club Tico, Pottery Studio, Rolland Moore Racquet Complex, Skate Park Facilities, the Farm at Lee Martinez Park)
- Park and trail maintenance
- Fort Collins Museum of Discovery
- Art in Public Places program
- Lincoln Center
- Golf courses
- Memorial parks
- Gardens on Spring Creek
- Recreation scholarship program
- Natural Areas education and community relations, public improvements, and facility operations

ENHANCEMENTS PURCHASED

- Senior Center expansion
- Southeast Recreation & Cultural Facility Study
- Disc Golf Course Improvements at Edora Park
- Additional office building at Nix Farm
- Poudre School District After-Hours Program
- The Great Lawn at the Gardens on Spring Creek
- New positions:
 - IT Systems Specialist (.5 FTE)
 - Adaptive Recreation Coordinator (.75 FTE)
 - Parks Rangers for City Parks and Trails (2 FTE)

EXAMPLES OF SERVICE ENHANCEMENTS NOT PURCHASED

- City Park Railway Revitalization
- Trolley Improvements

CULTURE AND RECREATION - 2013

Offer	Offer Cost Total	Offer Funding			
		GENERAL FUND Dedicated	GENERAL FUND Ongoing	OTHER FUNDS	RESERVES
81.1 Community Parks	2,533,728	304,110 <i>Park Fees</i>	1,908,820	320,798 <i>Conservation Trust Fund</i>	0
48.1 Edora Pool Ice Center (EPIC)	1,599,763	0	0	1,599,763 <i>Recreation Fund</i>	0
10.1 Lincoln Center Services	3,768,373	0	837,655	2,930,718 <i>Cultural Services Fund</i>	0
81.2 Neighborhood Parks	1,826,254	0	1,573,128	253,126 <i>Conservation Trust Fund</i>	0
55.1 Memorial Parks	599,519	0	142,366	401,588 <i>Cemeteries Fund Perpetual Care Fund</i>	55,565 <i>Cemeteries Fund</i>
81.3 Trail Maintenance	254,918	0	93,688	161,230 <i>Conservation Trust Fund</i>	0
79.1 Golf Courses	2,884,456	0	0	2,834,456 <i>Golf Fund</i>	50,000 <i>Golf Fund</i>
12.1 Fort Fund Grant Program	286,500	286,500 <i>Lodging Taxes</i>	0	0	0
50.3 Youth and Adult Sports	787,551	0	0	787,551 <i>Recreation Fund</i>	0
50.1 Northside Aztlan Community Center	631,311	0	128,511	502,800 <i>Recreation Fund</i>	0
102.1 The Gardens on Spring Creek Services and Operations	406,312	152,500	253,812	0	0

CULTURE AND RECREATION - 2013

Offer	Offer Cost Total	Offer Funding			
		GENERAL FUND Dedicated	GENERAL FUND Ongoing	OTHER FUNDS	RESERVES
189.1 Urban Forest Management	1,076,264	15,000 <i>Tree Donations</i>	1,061,264	0	0
191.1 Natural Areas Education, Outreach & Community Relations	486,480	0	0	486,480 <i>Natural Areas Fund</i>	0
121.1 Fort Collins Museum of Discovery	1,181,420	0	731,420	450,000 <i>Museum Fund</i>	0
20.1 Community Services Administration and Technology Support	271,295	0	271,295	0	0
49.1 Senior Center	1,184,628	0	152,820	1,031,808 <i>Recreation Fund</i>	0
48.2 City Park Pool	185,763	0	0	185,763 <i>Recreation Fund</i>	0
49.3 The Farm at Lee Martinez Park	283,042	0	0	283,042 <i>Recreation Fund</i>	0
55.2 KFCG: Memorial Parks	100,000	0	0	100,000 <i>Keep Fort Collins Great Fund</i>	0
81.5 KFCG: Parks Seasonal Workers	123,015	0	0	123,015 <i>Keep Fort Collins Great Fund</i>	0
48.4 KFCG: Mulberry Pool Programs and Activities	250,261	0	0	250,261 <i>Keep Fort Collins Great Fund</i>	0
51.5 KFCG: Recreation Scholarships	120,000	0	0	120,000 <i>Keep Fort Collins Great Fund</i>	0

CULTURE AND RECREATION - 2013

Offer	Offer Cost Total	Offer Funding			
		GENERAL FUND Dedicated	Ongoing	OTHER FUNDS	RESERVES
49.2 Pottery Studio and Club Tico	88,796	0	0	88,796	0
				<i>Recreation Fund</i>	
10.2 Carnegie Community Cultural Center	53,554	0	0	53,554	0
				<i>Cultural Services Fund</i>	
51.4 Recreation Programs Funded Through Donations and Fundraisers	108,100	0	0	108,100	0
				<i>Recreation Fund</i>	
48.6 KFCG: Adaptive Recreation Opportunities (ARO)	199,996	0	0	199,996	0
				<i>Keep Fort Collins Great Fund</i>	
195.1 KFCG: Forestry Restored Prior-Year Reductions/Increased Tree Pruning	119,233	0	0	119,233	0
				<i>Keep Fort Collins Great Fund</i>	
81.4 KFCG: Park Infrastructure Renovation	501,832	0	0	501,832	0
				<i>Keep Fort Collins Great Fund</i>	
49.4 ENHANCEMENT: Senior Center Expansion (BOB)	2,544,559	0	0	2,544,559	0
				<i>Capital Projects Fund</i>	
51.1 Recreation Leadership, Finance and Business Operations	681,311	0	522,248	159,063	0
				<i>Recreation Fund</i>	
191.3 Natural Areas Facility Operations	271,010	0	0	271,010	0
				<i>Natural Areas Fund</i>	
81.7 KFCG: Neighborhood Parks	91,000	0	0	91,000	0
				<i>Keep Fort Collins Great Fund</i>	

CULTURE AND RECREATION - 2013

Offer	Offer Cost Total	Offer Funding			
		GENERAL FUND Dedicated	Ongoing	OTHER FUNDS	RESERVES
50.4 KFCG: Northside Aztlan Clerical and Youth Programming Staff	315,834	0	0	315,834	0
				<i>Keep Fort Collins Great Fund</i>	
102.2 KFCG: The Gardens on Spring Creek	100,000	0	0	100,000	0
				<i>Keep Fort Collins Great Fund</i>	
191.2 Natural Areas Public Improvements	1,511,368	0	0	1,511,368	0
				<i>Natural Areas Fund</i>	
11.1 Art in Public Places Program	272,232	0	0	272,232	0
				<i>Cultural Services Fund</i>	
43.3 Aquatics Systems Maintenance and Repair	442,148	0	442,148	0	0
51.6 ENHANCEMENT: Southeast Recreation & Cultural Facility Study	70,000	0	0	0	70,000
					<i>Recreation Fund</i>
86.1 Recreational Trail Development	466,936	0	0	466,936	0
				<i>Conservation Trust Fund</i>	
43.2 Contracted Custodial Services for Cultural and Recreation Buildings	412,890	0	412,890	0	0
51.2 Parks & Recreation Communications and Marketing	103,140	0	20,890	82,250	0
				<i>Recreation Fund</i>	
88.1 Neighborhood Park Development	1,718,681	0	0	968,681	750,000
				<i>Neighborhood Parkland Fund</i>	<i>Neighborhood Parkland Fund</i>
124.1 East Community Park Land Acquisition	1,700,000	0	0	1,000,000	700,000
				<i>Capital Expansion Fund</i>	<i>Capital Expansion Fund</i>

CULTURE AND RECREATION - 2013

Offer	Offer Cost Total	Offer Funding			
		GENERAL FUND Dedicated	GENERAL FUND Ongoing	OTHER FUNDS	RESERVES
43.1 Utilities for Cultural Services, Parks and Recreation Buildings	889,115	0	889,115	0	0
81.6 KFCG: Trail Construction and Maintenance of New Neighborhood Parks	153,000	0	0	153,000	0
				<i>Keep Fort Collins Great Fund</i>	
49.7 KFCG: Senior Center Program Activities	256,596	0	0	256,596	0
				<i>Keep Fort Collins Great Fund</i>	
50.2 Child Development and Youth Activity Center	193,931	0	0	193,931	0
				<i>Recreation Fund</i>	
51.3 Recreation Facility Improvements (Recreation Reserves)	242,000	0	0	0	242,000
					<i>Recreation Fund</i>
103.1 ENHANCEMENT: The Great Lawn	250,000	0	250,000	0	0
51.7 KFCG: Recreation Equipment Replacement	19,872	0	0	19,872	0
				<i>Keep Fort Collins Great Fund</i>	
20.2 ENHANCEMENT: IT Systems Specialist	45,396	0	45,396	0	0
124.2 Southeast Community Park Design	500,000	0	0	0	500,000
					<i>Capital Expansion Fund</i>
81.9 KFCG: New Park Maintenance	10,000	0	0	10,000	0
				<i>Keep Fort Collins Great Fund</i>	
14.1 KFCG: Parks and Forestry Vehicle and Equipment Replacement	123,757	0	0	0	123,757
					<i>Keep Fort Collins Great Fund</i>

CULTURE AND RECREATION - 2013

Offer	Offer Cost Total	Offer Funding				
		GENERAL FUND Dedicated	Ongoing	OTHER FUNDS	RESERVES	
48.7 KFCG ENHANCEMENT: Adaptive Recreation Opportunities .75 FTE Increase	52,644	0	0	52,644	0	
				<i>Keep Fort Collins Great Fund</i>		
49.6 ENHANCEMENT: Senior Center Expansion (Recreation Reserves)	500,000	0	0	0	500,000	
					<i>Recreation Fund</i>	
191.5 ENHANCEMENT: Natural Areas – Office Building	440,000	0	0	0	440,000	
					<i>Natural Areas Fund</i>	
109.1 ENHANCEMENT: Disc Golf Course Improvements	70,000	0	0	0	70,000	
					<i>Capital Expansion Fund</i>	
81.8 KFCG: 4th of July	52,000	0	0	52,000	0	
				<i>Keep Fort Collins Great Fund</i>		
125.1 Recreational Trail Development Funded Through New Trail Impact Fee	270,000	0	0	270,000	0	
				<i>Conservation Trust Fund</i>		
50.5 ENHANCEMENT: Poudre School District After-Hours Program	66,894	0	66,894	0	0	
81.16 Park Rangers for City Parks and Trails	179,661	0	179,661	0	0	
	Funded Offers	36,928,339	758,110	9,984,021	22,684,886	3,501,322
121.2 ENHANCEMENT: Museum Financial Coordinator Position	0	0	0	0	0	
				<i>City of Fort Collins</i>		
49.5 ENHANCEMENT: Senior Center Expansion (BCC)	1,000,000	0	0	1,000,000	0	
				<i>Capital Projects Fund</i>		

CULTURE AND RECREATION - 2013

Offer	Offer Cost Total	Offer Funding			
		GENERAL FUND Dedicated	GENERAL FUND Ongoing	OTHER FUNDS	RESERVES
102.3 ENHANCEMENT: Shared Horticulture Technician Position	24,446	0	24,446	0	0
55.3 KFCG: Roselawn Fiber Optics	56,000	0	0	0	56,000 <i>Keep Fort Collins Great Fund</i>
195.2 KFCG: Forestry Deferred Work From Fall 2011 Storm/Increased Pruning	50,000	0	0	0	50,000 <i>Keep Fort Collins Great Fund</i>
10.3 ENHANCEMENT: Contractual Front of House Manager	0	0	0	0	0 <i>City of Fort Collins</i>
191.4 ENHANCEMENT: Natural Areas Facility Operations	33,096	0	0	33,096	0 <i>Natural Areas Fund</i>
81.10 ENHANCEMENT: Shelter at Inspiration Playground	86,000	0	0	0	86,000 <i>General Fund</i>
81.11 ENHANCEMENT: Senior Warehouse Worker	33,775	0	33,775	0	0
48.5 KFCG: City Park Railway Revitalization	320,000	0	0	77,128	242,872 <i>Keep Fort Collins Great Fund Keep Fort Collins Great Fund</i>
48.3 City Park Railway Operations	19,206	0	0	19,206	0 <i>Recreation Fund</i>
48.8 ENHANCEMENT: .25 FTE Recreation Administrative Support Supervisor	13,628	0	13,628	0	0
189.2 ENHANCEMENT: GPS Tree Inventory/Administrative Forestry Technician	27,590	0	27,590	0	0

CULTURE AND RECREATION - 2013

Offer	Offer Cost Total	Offer Funding			
		GENERAL FUND Dedicated	GENERAL FUND Ongoing	OTHER FUNDS	RESERVES
121.3 ENHANCEMENT: Museum Hourly Positions to Classified	58,544	0	58,544	0	0
121.4 ENHANCEMENT: Museum Collections Storage	300,000	0	0	300,000 <i>Capital Projects Fund</i>	0
121.5 ENHANCEMENT: Increase Existing Museum Positions to Full Time	27,166	0	27,166	0	0
243.1 ENHANCEMENT: Trolley Improvements	74,000	0	0	74,000 <i>Transportation Fund</i>	0
Unfunded Offers	2,123,451	0	185,149	1,503,430	434,872
Total Offers	39,051,790	758,110	10,169,170	24,188,316	3,936,194

CULTURE AND RECREATION - 2014

Offer	Offer Cost Total	Offer Funding			
		GENERAL FUND Dedicated	GENERAL FUND Ongoing	OTHER FUNDS	RESERVES
81.1 Community Parks	2,588,990	304,660 <i>Park Fees</i>	1,964,143	320,187 <i>Conservation Trust Fund</i>	0
48.1 Edora Pool Ice Center (EPIC)	1,618,358	0	0	1,618,358 <i>Recreation Fund</i>	0
10.1 Lincoln Center Services	3,818,036	0	854,407	2,963,629 <i>Cultural Services Fund</i>	0
81.2 Neighborhood Parks	1,846,351	0	1,593,225	253,126 <i>Conservation Trust Fund</i>	0
55.1 Memorial Parks	613,373	0	145,199	410,748 <i>Cemeteries Fund Perpetual Care Fund</i>	57,426 <i>Cemeteries Fund</i>
81.3 Trail Maintenance	263,965	0	102,735	161,230 <i>Conservation Trust Fund</i>	0
79.1 Golf Courses	2,927,636	0	0	2,877,636 <i>Golf Fund</i>	50,000 <i>Golf Fund</i>
12.1 Fort Fund Grant Program	292,500	292,500 <i>Lodging Taxes</i>	0	0	0
50.3 Youth and Adult Sports	793,138	0	0	793,138 <i>Recreation Fund</i>	0
50.1 Northside Aztlan Community Center	632,105	0	111,191	520,914 <i>Recreation Fund</i>	0
102.1 The Gardens on Spring Creek Services and Operations	418,751	164,500	254,251	0	0

Gardens on Spring Creek

CULTURE AND RECREATION - 2014

Offer	Offer Cost Total	Offer Funding			
		GENERAL FUND Dedicated	GENERAL FUND Ongoing	OTHER FUNDS	RESERVES
189.1 Urban Forest Management	1,101,483	15,000 <i>Tree Donations</i>	1,086,483	0	0
191.1 Natural Areas Education, Outreach & Community Relations	469,089	0	0	469,089 <i>Natural Areas Fund</i>	0
121.1 Fort Collins Museum of Discovery	1,196,048	0	746,048	450,000 <i>Museum Fund</i>	0
20.1 Community Services Administration and Technology Support	276,737	0	276,737	0	0
49.1 Senior Center	1,204,754	0	159,098	1,045,656 <i>Recreation Fund</i>	0
48.2 City Park Pool	189,447	0	0	189,447 <i>Recreation Fund</i>	0
49.3 The Farm at Lee Martinez Park	289,253	0	0	289,253 <i>Recreation Fund</i>	0
55.2 KFCG: Memorial Parks	100,000	0	0	100,000 <i>Keep Fort Collins Great Fund</i>	0
81.5 KFCG: Parks Seasonal Workers	133,465	0	0	133,465 <i>Keep Fort Collins Great Fund</i>	0
48.4 KFCG: Mulberry Pool Programs and Activities	254,972	0	0	254,972 <i>Keep Fort Collins Great Fund</i>	0
51.5 KFCG: Recreation Scholarships	120,000	0	0	120,000 <i>Keep Fort Collins Great Fund</i>	0

CULTURE AND RECREATION - 2014

Offer	Offer Cost Total	Offer Funding			
		GENERAL FUND Dedicated	Ongoing	OTHER FUNDS	RESERVES
49.2 Pottery Studio and Club Tico	92,360	0	0	92,360	0
				<i>Recreation Fund</i>	
10.2 Carnegie Community Cultural Center	55,160	0	0	55,160	0
				<i>Cultural Services Fund</i>	
51.4 Recreation Programs Funded Through Donations and Fundraisers	102,650	0	0	102,650	0
				<i>Recreation Fund</i>	
48.6 KFCG: Adaptive Recreation Opportunities (ARO)	205,413	0	0	205,413	0
				<i>Keep Fort Collins Great Fund</i>	
195.1 KFCG: Forestry Restored Prior-Year Reductions/Increased Tree Pruning	119,233	0	0	119,233	0
				<i>Keep Fort Collins Great Fund</i>	
81.4 KFCG: Park Infrastructure Renovation	490,033	0	0	490,033	0
				<i>Keep Fort Collins Great Fund</i>	
49.4 ENHANCEMENT: Senior Center Expansion (BOB)	2,172,735	0	0	2,172,735	0
				<i>Capital Projects Fund</i>	
51.1 Recreation Leadership, Finance and Business Operations	678,628	0	538,407	140,221	0
				<i>Recreation Fund</i>	
191.3 Natural Areas Facility Operations	270,361	0	0	270,361	0
				<i>Natural Areas Fund</i>	
81.7 KFCG: Neighborhood Parks	93,000	0	0	93,000	0
				<i>Keep Fort Collins Great Fund</i>	

CULTURE AND RECREATION - 2014

Offer	Offer Cost Total	Offer Funding			
		GENERAL FUND Dedicated	Ongoing	OTHER FUNDS	RESERVES
50.4 KFCG: Northside Aztlan Clerical and Youth Programming Staff	320,799	0	0	320,799	0
				<i>Keep Fort Collins Great Fund</i>	
102.2 KFCG: The Gardens on Spring Creek	100,000	0	0	100,000	0
				<i>Keep Fort Collins Great Fund</i>	
191.2 Natural Areas Public Improvements	1,449,947	0	0	1,449,947	0
				<i>Natural Areas Fund</i>	
11.1 Art in Public Places Program	270,930	0	0	270,930	0
				<i>Cultural Services Fund</i>	
43.3 Aquatics Systems Maintenance and Repair	451,686	0	451,686	0	0
86.1 Recreational Trail Development	523,106	0	0	523,106	0
				<i>Conservation Trust Fund</i>	
43.2 Contracted Custodial Services for Cultural and Recreation Buildings	429,360	0	429,360	0	0
51.2 Parks & Recreation Communications and Marketing	103,140	0	20,890	82,250	0
				<i>Recreation Fund</i>	
88.1 Neighborhood Park Development	2,056,071	0	0	1,006,071	1,050,000
				<i>Neighborhood Parkland Fund</i>	<i>Neighborhood Parkland Fund</i>
43.1 Utilities for Cultural Services, Parks and Recreation Buildings	908,715	0	908,715	0	0
81.6 KFCG: Trail Construction and Maintenance of New Neighborhood Parks	113,000	0	0	113,000	0
				<i>Keep Fort Collins Great Fund</i>	

CULTURE AND RECREATION - 2014

Offer	Offer Cost Total	Offer Funding			
		GENERAL FUND Dedicated	Ongoing	OTHER FUNDS	RESERVES
49.7 KFCG: Senior Center Program Activities	266,927	0	0	266,927	0
				<i>Keep Fort Collins Great Fund</i>	
50.2 Child Development and Youth Activity Center	198,205	0	0	198,205	0
				<i>Recreation Fund</i>	
51.3 Recreation Facility Improvements (Recreation Reserves)	102,000	0	0	0	102,000
					<i>Recreation Fund</i>
51.7 KFCG: Recreation Equipment Replacement	40,000	0	0	40,000	0
				<i>Keep Fort Collins Great Fund</i>	
20.2 ENHANCEMENT: IT Systems Specialist	46,494	0	46,494	0	0
124.2 Southeast Community Park Design	100,000	0	0	100,000	0
				<i>Capital Expansion Fund</i>	
81.9 KFCG: New Park Maintenance	50,000	0	0	50,000	0
				<i>Keep Fort Collins Great Fund</i>	
14.1 KFCG: Parks and Forestry Vehicle and Equipment Replacement	173,135	0	0	0	173,135
					<i>Keep Fort Collins Great Fund</i>
48.7 KFCG ENHANCEMENT: Adaptive Recreation Opportunities .75 FTE Increase	54,071	0	0	54,071	0
				<i>Keep Fort Collins Great Fund</i>	
81.8 KFCG: 4th of July	52,000	0	0	52,000	0
				<i>Keep Fort Collins Great Fund</i>	
125.1 Recreational Trail Development Funded Through New Trail Impact Fee	270,000	0	0	270,000	0
				<i>Conservation Trust Fund</i>	

CULTURE AND RECREATION - 2014

Offer	Offer Cost		Offer Funding			
	Total	GENERAL FUND Dedicated	Ongoing	OTHER FUNDS	RESERVES	
50.5 ENHANCEMENT: Poudre School District After-Hours Program	66,894	0	66,894	0	0	
81.16 Park Rangers for City Parks and Trails	141,863	0	141,863	0	0	
Funded Offers	33,716,367	776,660	9,897,826	21,609,320	1,432,561	
121.2 ENHANCEMENT: Museum Financial Coordinator Position	0	0	0	0	0	
<i>City of Fort Collins</i>						
102.3 ENHANCEMENT: Shared Horticulture Technician Position	25,226	0	25,226	0	0	
195.2 KFCG: Forestry Deferred Work From Fall 2011 Storm/Increased Pruning	50,000	0	0	0	50,000	
<i>Keep Fort Collins Great Fund</i>						
10.3 ENHANCEMENT: Contractual Front of House Manager	0	0	0	0	0	
<i>City of Fort Collins</i>						
191.4 ENHANCEMENT: Natural Areas Facility Operations	34,732	0	0	34,732	0	
<i>Natural Areas Fund</i>						
81.11 ENHANCEMENT: Senior Warehouse Worker	35,285	0	35,285	0	0	
48.3 City Park Railway Operations	19,542	0	0	19,542	0	
<i>Recreation Fund</i>						
48.8 ENHANCEMENT: .25 FTE Recreation Administrative Support Supervisor	14,159	0	14,159	0	0	
189.2 ENHANCEMENT: GPS Tree Inventory/Administrative Forestry Technician	29,204	0	29,204	0	0	

CULTURE AND RECREATION - 2014

Offer	Offer Cost	Offer Funding			
	Total	GENERAL FUND		OTHER FUNDS	RESERVES
		Dedicated	Ongoing		
121.3 ENHANCEMENT: Museum Hourly Positions to Classified	60,840	0	60,840	0	0
121.5 ENHANCEMENT: Increase Existing Museum Positions to Full Time	27,710	0	27,710	0	0
Unfunded Offers	296,698	0	192,424	54,274	50,000
Total Offers	34,013,065	776,660	10,090,250	21,663,594	1,482,561

CULTURE AND RECREATION

10.1 Lincoln Center Services - Funded **2013 - \$3,768,373**
2014 - \$3,818,036

The newly renovated and expanded Lincoln Center provides high level customer service, high quality visual and performing arts programs, beautiful and useful rental spaces, and enhanced ticketing services to Fort Collins and Northern Colorado. The Lincoln Center is one of Colorado's largest and most diverse presenters of professional theater, dance, music, visual arts, and children's programs. In 2013-2014, the Lincoln Center will book diverse seasons of performances and exhibits and partner with more than 25 local arts organizations and outside promoters to provide a broad range of cultural opportunities. Rental facilities- including two theaters, conference rooms, and the new Founders Room and Rooftop Deck- will provide the community spaces for cultural activities and events.

The renovated facility greatly improves the customer experience with expanded lobbies, more restrooms, permanent service bars, and heightened operational excellence through ticketing improvements and higher levels of customer service. The Lincoln Center meets LEED Gold standards and is implementing new green operating standards that will help contain energy costs and increase recycling and waste diversion.

Approximately 78% of the Lincoln Center's budget will be generated by user fees, rentals, ticket and art sales, grants, and sponsorships, while still offering free or reduced tickets for family programming, concerts, exhibits, and non-profit rental rates.

10.2 Carnegie Community Cultural Center - Funded **2013 - \$53,554**
2014 - \$55,160

In 2012 Cultural Services will convert the 1904 Carnegie Building into a Community Cultural Center. The concept for the Center includes providing flexible, inexpensive spaces for the community to rent to support their creative endeavors. The space will include a black box theater, galleries, classrooms, and meeting space. The building will also serve as home to the Arts Incubator of the Rockies (AIR). This program is being developed by the local non-profit Beet Street.

The Cultural Services Department and Beet Street secured a \$100,000 National Endowment for the Arts Our Town grant to plan and design AIR. The planning phase will be completed in August 2012, at which time pilot programs will commence. AIR will serve as the hub of the arts community and provide the education, resources, and support to elevate artistic careers and organizations.

This offer is to manage the public components of the building, including the gallery, theater, classroom and meeting spaces, as well as integrating the oversight of the building with the AIR program.

This use meets recommendations in the 2008 Cultural Plan and Plan Fort Collins. The Center will not require additional General Fund support, but will operate from earned revenue and the AIR partnership. This mix of activities will create a vital and collaborative sense of place and synergy that can be leveraged into economic impact and build capacity for a growing creative industry.

CULTURE AND RECREATION

11.1 Art in Public Places Program - Funded

2013 - \$272,232

2014 - \$270,930

Art in Public Places (APP) began in April 1995, with City Ordinance NO. 20, and was enacted in City Code Chapter 23, Article IX. APP encourages and enhances artistic expression and appreciation and adds value to the Fort Collins community through acquiring, exhibiting, and maintaining public art. APP is primarily a 1% program, meaning City capital projects with a budget more than \$250,000 designate 1% of the project budget for art. To show a commitment to the APP purpose in all projects, artists are added to the project team for budgets less than \$250,000. If the project is below \$50,000, art may be added at the department's discretion. The City Council-appointed APP Board selects artists and artwork, and makes recommendations to City Council for approval. Art donations are also handled through the APP Board, ensuring the City's collection meets the highest standards.

APP is integral to meeting a number of strategies in Plan Fort Collins, the Cultural Plan, Downtown Strategic Plan, and several corridor plans. APP is an innovative program, serving as a model for communities who want to emulate our process of integrating the artist into the design team and successes with Transformer Cabinet Murals and the Pianos About Town program. The artwork created is of the highest quality, enhancing the quality of place in Fort Collins, and is accessible to the public.

12.1 Fort Fund Grant Program - Funded

2013 - \$286,500

2014 - \$292,500

The Fort Fund grant program, established in 1989, disburses funds from the City's Cultural Development and Program Account and the Visitor Events Account in accordance with the provisions of Section 25-244 of the City Code, where 25% of the revenue from the lodging tax is used for this program. Local non-profit organizations may apply to Fort Fund for cultural event support. The City's Cultural Resources Board reviews grant applications based on approved guidelines and makes recommendations for Fort Fund disbursements to City Council, pursuant to Ordinance No. 28, 1992.

The overarching goal for Fort Fund is to serve as a catalyst in making Fort Collins a cultural center and destination. The objective of Fort Fund is to provide funds to foster, encourage, and promote cultural development and programming, and economic and tourism development. Fort Fund supports events that:

- Enrich the cultural life of the Fort Collins community
- Promote local heritage and diversity
- Provide opportunities for community members to participate in, create, learn from or experience arts and culture
- Help to define Fort Collins as a destination for arts and culture
- Elevate the community and broaden perspectives
- Have wide appeal for a significant part of the community
- Promote the general welfare of the inhabitants of the City

CULTURE AND RECREATION

14.1 KFCG: Parks and Forestry Vehicle and Equipment Replacement - Funded **2013 - \$123,757**
2014 - \$173,135

This offer provides a dedicated funding source for vehicles and equipment replacement in Parks and Forestry in accordance with the vehicle and equipment replacement program.

20.1 Community Services Administration and Technology Support - Funded **2013 - \$271,295**
2014 - \$276,737

This offer provides leadership, management and IT support for Community Services, and includes the administrative functions of the Director of Community Services, and the IT support for various business applications and technologies used exclusively by Cultural Services, Parks, Recreation, and Natural Resources.

The Director of Community Services manages more than 300 fulltime employees and a budget of more than \$30 million, overseeing Cultural Services (Lincoln Center, Museum, Art in Public Places, Fort Fund), Recreation, Parks (including Cemeteries, Forestry, Gardens on Spring Creek and Golf), Park Planning and Development, and Natural Areas.

The Community Services Technology Team currently consists of one Senior Systems Analyst and centralized PC hardware/software support through the IT department's HelpDesk. This team supports the continued infrastructure and technology support essential to the departments and divisions of Community Services.

20.2 ENHANCEMENT: IT Systems Specialist - Funded **2013 - \$45,396**
2014 - \$46,494

This offer includes funding for a .5 FTE IT Systems Specialist position. This enhancement will provide dedicated information technology support throughout the Culture, Parks, and Recreation departments including all facilities, offices and customer service areas.

43.1 Utilities for Cultural Services, Parks and Recreation Buildings - Funded **2013 - \$889,115**
2014 - \$908,715

This offer provides funding for Utility (electrical, natural gas, water, wastewater, and storm drainage) costs for 18 Cultural Services, Parks and Recreation buildings.

43.2 Contracted Custodial Services for Cultural and Recreation Buildings - Funded **2013 - \$412,890**
2014 - \$429,360

This offer provides custodial services at 19 Cultural Services, Parks and Recreation buildings.

CULTURE AND RECREATION

43.3 Aquatics Systems Maintenance and Repair - Funded **2013 - \$442,148**
2014 - \$451,686

This offer provides for maintenance and repairs of City swimming pool systems.

48.1 Edora Pool Ice Center (EPIC) - Funded **2013 - \$1,599,763**
2014 - \$1,618,358

This offer provides funds to manage Edora Pool Ice Center (EPIC) as a year-round, seven-day-a-week operation serving participants of all ages, incomes, and abilities. This facility contains two ice arenas, a 50-meter pool, separate warm water and wader pools, a cardio/weight room, kitchen and several multipurpose rooms. EPIC activities include drop-in swim and skate, instruction, specialized activities and events, competitions, workshops and rentals. EPIC is the venue for local, state, regional and national high school, college and club competitive swimming, diving, hockey and figure skating events. EPIC has well established community partnerships with Poudre School District, CSU and several ice skating and swim clubs/organizations. With more than 690,000 visits in 2011, EPIC is typically at 100% capacity during peak hours. In the 2012 Citizen Survey 83% of users rate EPIC as "good" or "very good," a 1% increase from 2010.

48.2 City Park Pool - Funded **2013 - \$185,763**
2014 - \$189,447

This offer provides funds to manage City Park Pool, an outdoor pool open seven days a week May through August. This operation serves participants of all ages, incomes, and abilities. City Park Pool is a leisure pool located in historic City Park.

48.4 KFCG: Mulberry Pool Programs and Activities - Funded **2013 - \$250,261**
2014 - \$254,972

This offer provides funds to manage Mulberry Pool as a year-round, seven-day-a-week operation serving participants of all ages, incomes, and abilities. The KFCG-funded Mulberry Pool offers quality swimming activities and opportunities for the entire community. Mulberry Pool contributes to the social and physical health of the community by providing access to water safety, fitness and exercise opportunities.

48.6 KFCG: Adaptive Recreation Opportunities (ARO) - Funded **2013 - \$199,996**
2014 - \$205,413

The offer funds Recreation's Adaptive Recreation Opportunities (ARO) program. This KFCG-funded program provides community members with physical, developmental or emotional disabilities access to recreational programs and services.

CULTURE AND RECREATION

48.7 KFCG ENHANCEMENT: Adaptive Recreation Opportunities .75 FTE Increase - Funded **2013 - \$52,644**
2014 - \$54,071

This KFCG-funded .75 FTE Recreation Coordinator position enhancement will provide the Adaptive Recreation Opportunities (ARO) program increased support while elevating service levels. Failure to fund this offer would result in the following impacts:

- Reduced capacity to provide ADA accommodation requests for Youth and Adult programs.
- Eliminate Active Teen Club social program for teens with and without disabilities. This would affect an average participation of 30 teens with disabilities.
- Discontinue the Giant Friends Club integrated program for children at Inspiration Playground, including two special events (Spring and Fall) that impact approximately 150 people each, plus awareness programs are implemented at summer camps (20 children in 8-week program, 15 in 6-week program).
- Discontinue the Transition Profile referral program, which provides one-on-one assistance for individuals who request help through an on-line form. Individuals are taught how to overcome perceived barriers to participating in recreational activities, fill out registration and reduced fee forms, and orient them to our programs and facilities. Affects 40–45 participants per year.
- Eliminate 50% of the Unified Sports offerings for Adults and Youth (reduce from 6 to 3).
- Eliminate 50% of the Passport to Recreation program, which assists 30 transitioning students from Poudre School District and Learning for Living Program. Transition services are also provided to 8 PHS staff and paraprofessionals

49.1 Senior Center - Funded **2013 - \$1,184,628**
2014 - \$1,204,754

This offer includes funding for the year-round operation of the Fort Collins Senior Center. The Senior Center is a focal point for programs and services for aging adults, with emphasis on adults age 50 and older. The Senior Center offers hundreds of classes, activities and special events per year. The Senior Center is the City's only full-service recreation center including a pool, fitness/weight room and gymnasium. The Center includes a multi-use room, stage, kitchen, gymnasium, swimming pool, spa, locker rooms, library/media center, pool and billiards room, walk/jog track, class and meeting rooms, lounge, reception area, and community gardens. User fees for this facility help offset direct costs; the remainder is provided by KFCG and General Fund support.

49.2 Pottery Studio and Club Tico - Funded **2013 - \$88,796**
2014 - \$92,360

This offer includes funding for the year-round operation of the Pottery Studio and Club Tico. Located in historic City Park, these facilities offer a variety of programs serving diverse customer needs including dance, movement, arts, crafts, pottery and social events. Club Tico provides dance as the predominant physical activity. Club Tico has played an important and unique role in the history of our community's social scene. Currently Club Tico is home to many dance programs and social activities every year. The Pottery Studio houses a full range of pottery programs and classes for all ages and abilities. Programs include youth pottery programs and activities that allow children to pursue arts and crafts activities.

CULTURE AND RECREATION

49.3 The Farm at Lee Martinez Park - Funded **2013 - \$283,042**
2014 - \$289,253

This offer funds operation and programming at The Farm, a unique 12-acre community facility that combines both recreational and educational opportunities. The Farm is a family-friendly facility that is open year-round to drop-in visitors and provides farm activities including pony rides and lessons, youth classes, day camps and birthday parties. The Farm also includes exhibits and displays featuring the history of farming. In 2011 The Farm recorded more than 70,000 participation impressions. This offer is financially supported by user fees generated by this facility and other recreation programs.

49.4 ENHANCEMENT: Senior Center Expansion (BOB) - Funded **2013 - \$2,544,559**
2014 - \$2,172,735

In 2005 voters approved the Building on Basics (BOB) funding of the Senior Center Expansion. The vote established that our growing senior population requires increased recreational opportunities and facilities. The Senior Center expansion will focus on increasing fitness and wellness facilities, activities and programs for the active adult population in Fort Collins. The 12,000-square-foot expansion includes a new fitness and wellness wing, additional parking and other amenities.

49.6 ENHANCEMENT: Senior Center Expansion (Recreation Reserves) - Funded **2013 - \$500,000**
2014 - \$0

The Building on Basics (BOB) funding of the Senior Center Expansion will focus on increasing fitness and wellness facilities, activities and programs for the active adult population in Fort Collins. Recreation reserve funds included in this offer will improve the amenities and quality of the expansion project.

49.7 KFCG: Senior Center Program Activities - Funded **2013 - \$256,596**
2014 - \$266,927

This offer requests KFCG funding for specific program operations at the Fort Collins Senior Center, including social, educational, fitness, and outdoor recreation programs.

50.1 Northside Aztlan Community Center - Funded **2013 - \$631,311**
2014 - \$632,105

This offer supports the Northside Aztlan Community Center's educational classes, after-school programs, programs for low-income residents, music, dancing, fitness, child development classes, communitywide cultural events, sports, outdoor recreation activities and facility rentals. This facility includes a large drop-in workout area, cardio theater, indoor jog/walk track, three gymnasiums, computer lab, lounge, classrooms, kitchen, and a large event area. Outdoor areas include an adjacent playground, two lighted outdoor handball courts and a skateboard park. User fees help offset operational expenses with the remainder supported by the General Fund and Keep Fort Collins Great.

CULTURE AND RECREATION

50.2 Child Development and Youth Activity Center - Funded **2013 - \$193,931**
2014 - \$198,205

This offer funds the operation and management of Recreation's child development programs and the Youth Activity Center. Child Development classes provide children 9 months to 12 years of age a variety of recreational opportunities such as arts, sports, music, science and cooking. Located in the Foothills Mall area, the Youth Activity Center (YAC) provides a convenient recreational facility for the community.

50.3 Youth and Adult Sports - Funded **2013 - \$787,551**
2014 - \$793,138

This offer provides funding for sports activities for youths from four years old to adults of all ages. Youth activities include team and individual sports for elementary and junior high age boys and girls. Organized adult sports programs for men and women ages 16 and older include leagues and tournaments in a supervised environment to ensure safety for spectators and participants at a fair cost to citizens. All activities are held at Americans with Disabilities (ADA) compliant indoor and outdoor athletic facilities.

50.4 KFCG: Northside Aztlan Clerical and Youth Programming Staff - Funded **2013 - \$315,834**
2014 - \$320,799

This offer includes funding for the year-round operation of Northside Aztlan Community Center's (NACC) clerical staff and youth programming staff. NACC clerical staff provides customer service, admission, sales, registration, facility coordination and reduced fee application processing. Youth programming includes the development and management of youth and teen programs offered throughout the year at NACC.

50.5 ENHANCEMENT: Poudre School District After-Hours Program - Funded **2013 - \$66,894**
2014 - \$66,894

Consistent transportation and reduced fees for recreational programs are two essential elements for successful after-hours and summer programming in Poudre School District (PSD). Students in the current Club TRES programs at Lincoln Middle School, and Irish and Putnam Elementary schools need bus transportation from school sites to community opportunities at the Boys and Girls Club and the Northside Aztlan Community Center (NACC), and transportation home to outlying parts of the community (provided via PSD loop routes). Once at NACC and other City facilities, students need dedicated scholarship dollars to participate in recreational offerings. Existing PSD dollars are not adequate to maintain current services and do not allow PSD to increase opportunities in the future.

This offer includes funding for staff and transportation expenses for Recreation and PSD after-school and summer program partnership. Funding will include additional expenses incurred by Recreation to increase the program's reach and delivery. The after-school and summer program offered at NACC also includes youth not in the PSD Club TRES program.

PSD will provide all transportation to and from recreation sites through this funding request, in addition to some staff. NACC will also add 2 hourly positions in order to meet the necessary child/adult ratio.

CULTURE AND RECREATION

51.1 Recreation Leadership, Finance and Business Operations - Funded **2013 - \$681,311**
2014 - \$678,628

This offer funds Recreation leadership, finance and business operations and functions. The Recreation Director provides leadership and direction of the entire Recreation Department's operations. The Director develops strategic planning for the department while monitoring and approving budgets, programming, facility operations, performance measurements, employee/staff performance, strategic partnerships, communications and marketing. Finance and Business office functions include monitoring Recreation-wide financial data, cash handling procedures, and performance management resources and tools.

51.2 Parks & Recreation Communications and Marketing - Funded **2013 - \$103,140**
2014 - \$103,140

This office produces marketing, partnerships, advertising, public relations and communications for Parks and Recreation. Communications and Marketing utilize data, trends and community input to develop strategic business and marketing plans, measure performance and manage quality. The Recreator is a quarterly publication produced by this office providing information regarding Recreation facilities and registration information for programs offered relevant to the time period. Revenue is generated from advertising sales helping to offset the cost of printing and distribution.

51.3 Recreation Facility Improvements (Recreation Reserves) - Funded **2013 - \$242,000**
2014 - \$102,000

Recreation reserves will be used to fund projects that improve, renovate and refurbish popular recreation facilities. These projects will provide improved customer service, customer access and customer safety.

51.4 Recreation Programs Funded Through Donations and Fundraisers - Funded **2013 - \$108,100**
2014 - \$102,650

Special Revenue accounts hold resources that were collected from donors and fundraisers and are designated for specific purposes. This offer will appropriate available resources from Recreation's Special Revenue Reserves for 2013 and 2014. Appropriation of these resources allow for the wishes and dollars of the donors to be honored, by using them for purposes for which they were intended.

51.5 KFCG: Recreation Scholarships - Funded **2013 - \$120,000**
2014 - \$120,000

This offer provides funding for low income residents of Fort Collins to utilize recreational services. Recreation-facilitated programs are made available to residents who qualify for assistance. This KFCG-funded offer benefits approximately 3,300 low income youth and adult residents per year.

CULTURE AND RECREATION

51.6 ENHANCEMENT: Southeast Recreation & Cultural Facility Study - Funded **2013 - \$70,000**
2014 - \$0

This offer requests funding from Recreation Reserves for a Southeast Recreation and Cultural Facility Study. This study will feature a community needs assessment, focus groups and proposed funding allocations. The research that this study delivers will help formulate a solid plan to develop and construct a Southeast Recreational and Cultural Center.

51.7 KFCG: Recreation Equipment Replacement - Funded **2013 - \$19,872**
2014 - \$40,000

This offer requests KFCG funding for ongoing replacement of recreation and fitness equipment throughout the year. In order to sustain a quality experience for recreation participants, equipment needs to be replaced as it ages or becomes unusable. The funding provided in this offer will provide replacements in all program areas and facilities as the need arises.

55.1 Memorial Parks - Funded **2013 - \$599,519**
2014 - \$613,373

The City's memorial parks are unique and a necessary service provided by the City. The City owns two memorial parks, Grandview and Roselawn. This offer funds operation and maintenance of these two memorial parks totaling 67 acres. Operations and maintenance includes preparing grounds for burials, setting foundations for headstones, maintaining the grounds and memorials, selling various burial and cremation memorial options, and historical recordkeeping.

In order to keep these parks viable and attractive numerous revenue options are needed. Financial support for this offer is derived from a combination of fees (57%), perpetual care interest (4%), Keep Fort Collins Great sales tax (15%), and General Fund (24%). Fees are charged for burial plots, cremation sites, niches, mausoleum space, memorial space, opening and closing of sites, headstone foundations, and perpetual care. All interest earnings from the perpetual care account are used to fund annual maintenance. The General Fund and Keep Fort Collins Great sales tax subsidize the remaining funding needs.

55.2 KFCG: Memorial Parks - Funded **2013 - \$100,000**
2014 - \$100,000

This offer requests the continued use of Keep Fort Collins Great tax revenue for the maintenance of the City's two memorial parks (Grandview and Roselawn), which were maintained with this funding source in the previous budget cycle. Operations and maintenance includes preparing grounds for burials, setting foundations for headstones, maintaining the grounds and memorials, selling various burial and cremation memorial options, and historical recordkeeping. This offer will fund the hourly workforce, supplies and services that are essential to performing these maintenance tasks.

CULTURE AND RECREATION

79.1 Golf Courses - Funded **2013 - \$2,884,456**
2014 - \$2,927,636

This offer is for the operation, maintenance, and administration of the City-owned municipal golf courses (City Park Nine, Collindale, and SouthRidge Golf Courses). The three municipal golf facilities provide high quality golfing amenities including a variety of play options and pricing, quality grounds and infrastructure, and full service pro shops and concessions. The golf courses' operations and maintenance are 100 percent self supporting with no cost to the taxpayers.

The Golf Division uses a hybrid public/private staffing approach to operate the golf courses. This approach includes daily pro shop operations and services performed by three PGA Golf Professionals, and the food and beverages provided by Restaurant/Snack Bar Concessionaires. The golf professionals and concessionaires are independent contract vendors acquired through a public bid process. They hire their own staffs to operate the pro shops and restaurants, reducing the need for additional City employees.

City staff is in charge of administration of the golf courses and maintenance functions, including mowing and irrigating the turf, tree maintenance, repairing buildings and infrastructure, course set-up, maintaining carts and equipment, and any other duties required to keep the course in excellent condition for play.

81.1 Community Parks - Funded **2013 - \$2,533,728**
2014 - \$2,588,990

Community parks are the most actively used parks in Fort Collins. They are places where citizens can relax and recreate, venues for large events, and spaces for unique facilities that neighborhood parks cannot accommodate, such as the outdoor pool at City Park, skateboard parks, lighted baseball fields, lighted tennis courts, and Inspiration Playground. This offer funds operation and maintenance of six community parks (Fossil Creek, Spring Canyon, Edora, Lee Martinez, Rolland Moore, and City Park) and community recreation facility grounds owned by the City (Edora Pool & Ice Center, Senior Center, Farm at Lee Martinez, Archery Range, Hughes Stadium Disc Golf). Several facilities are adjacent to community parks.

The six community parks total 504 acres and contain 15 baseball diamonds, 15 basketball courts, 22 sports fields, 31 tennis courts, 3 skate parks, 15 restrooms, 9 playgrounds, 19 shelters, 2 water features, 2 dog parks, and 3 maintenance facilities. Maintenance activities include turf care, irrigation system management and repair, trash removal, restroom cleaning, sports field preps, snow removal, infrastructure repair and replacement, and other activities to keep grounds clean, safe, and functional.

Maintenance of community recreation facility grounds includes turf care, irrigation system management and repair, flower and shrub bed maintenance, trash removal, snow removal and other activities to keep the sites clean, safe and attractive to facility patrons.

CULTURE AND RECREATION

81.2 Neighborhood Parks - Funded **2013 - \$1,826,254**
2014 - \$1,846,351

This offer will manage and maintain 37 neighborhood parks owned by the City. This offer excludes parks located in the Downtown area and funded through Keep Fort Collins Great sales tax. Neighborhood parks vary in size from 0.15 acres to 20 acres. These sites total 338 acres and include the following amenities: 262 acres of turf, 28 softball/baseball diamonds, 19 basketball courts, 32 sports fields, 18 tennis courts, 3 skate parks, 26 restrooms, 32 playgrounds, and 28 shelters. Amenities are provided on a smaller scale than community parks. Management and maintenance activities include turf care, irrigation repairs and monitoring, trash removal, restroom cleaning, sports field preps, snow removal, and other activities to keep grounds clean, safe, and functional. Neighborhood and pocket parks provide a place for families to recreate within close proximity to their homes and are essential for providing facilities for youth sports activities throughout the community.

81.3 Trail Maintenance - Funded **2013 - \$254,918**
2014 - \$263,965

This offer provides maintenance for the 32 miles of City-owned hard and soft surface trails located throughout the community (but excluding Natural Areas). Trails include the Spring Creek Trail, Poudre Trail, Fossil Creek Trail, Power Trail, Rendezvous Trail, Redwood Trail and trail connectors to parks and neighborhood developments. Maintenance duties include trash and debris removal, mowing along trails, mandated noxious weed control, graffiti removal, infrastructure repairs, site hazard abatement, and snow removal.

81.4 KFCG: Park Infrastructure Renovation - Funded **2013 - \$501,832**
2014 - \$490,033

This offer requests KFCG funds for the Parks infrastructure renovation program. This program is strictly for replacement and renovation of existing infrastructure within the park system. Projects include renovation or replacement of parking lots, restrooms, shelters, tennis courts, fencing, playground equipment, irrigation systems, water delivery systems, Americans with Disabilities Act (ADA) upgrades, bridges, sidewalks, and any other infrastructure currently located within the park system.

This offer combines several KFCG offers from the previous budget cycle.

81.5 KFCG: Parks Seasonal Workers - Funded **2013 - \$123,015**
2014 - \$133,465

This offer requests KFCG funds for a portion of the Parks Division seasonal workforce. The summer seasonal workforce is a necessity for keeping the parks maintained during the busy summer months. These employees mow and trim turf areas, clean restrooms and shelters, collect trash, tend flower and shrub beds, and prep sports fields. This workforce is essential to providing the high quality parks maintenance the community enjoys. This offer maintains current levels of services and is not an enhancement or request for additional employees beyond previous years.

CULTURE AND RECREATION

81.6 KFCG: Trail Construction and Maintenance of New Neighborhood Parks - Funded **2013 - \$153,000**
2014 - \$113,000

This offer sets aside funding for maintenance of four new neighborhood parks to be constructed as park development fees become available in future years. These funds will be used for trail construction until the park sites are developed. After a new park is developed funding from this offer will be used for maintaining the new park. It is anticipated that four new parks will be developed within the next five to seven years.

81.7 KFCG: Neighborhood Parks - Funded **2013 - \$91,000**
2014 - \$93,000

This offer requests the use of KFCG funds for the continued maintenance of neighborhood parks maintained with this funding source in the previous budget cycle. The two parks currently maintained are Huidekoper Park and Radiant Park (formerly Staley Park). Maintenance activities include turf care, irrigation repairs and monitoring, trash removal, restroom cleaning, sports field preps, snow removal, and other activities to keep grounds clean, safe, and functional.

81.8 KFCG: 4th of July - Funded **2013 - \$52,000**
2014 - \$52,000

This offer is requesting KFCG revenue for the annual 4th of July celebration. The Fourth of July Celebration at City Park has been a tradition and a major event in Fort Collins for many years. This event brings thousands of people into the community for the day to spend money shopping, eating and enjoying all the amenities Fort Collins has to offer.

The Parks Division shares the coordination and hosting of the annual Fourth of July Celebration in City Park with the Police Department, Poudre Fire Authority, Recreation, and Transfort. This offer is for Parks Division costs only. Costs include port-a-lets, recycling containers, bike racks, busing, security fencing, traffic control, trash service, sponsorship party, a fireworks display, and personnel needed to prepare, host, and clean up after the event. In the past five years this offer has been based on a public/private partnership that includes full sponsorship for the cost of the fireworks display. A sponsor has not been secured for this budget cycle. This offer was supported 100% by Keep Fort Collins Great tax dollars in 2012 until a sponsor was guaranteed.

81.9 KFCG: New Park Maintenance - Funded **2013 - \$10,000**
2014 - \$50,000

This offer is for the maintenance of two new neighborhood parks, Trailhead and Richards Lake, in 2013 and 2014. Trailhead is a 4-acre site that will only require irrigation and mowing during this budget cycle. Richards Lake is a 6-acre site which will be built in 2014. Maintenance activities at Richards Lake will include turf care, irrigation repairs and monitoring, trash removal, restroom cleaning, sports field preps, snow removal, and other activities to keep grounds clean, safe, and functional.

CULTURE AND RECREATION

81.16 Park Rangers for City Parks and Trails - Funded **2013 - \$179,661**
2014 - \$141,863

This enhancement offer is in response to a request from the City Manager and some members of City Council to submit an offer to fund expanded City Ranger patrols of the city's parks and paved trail system. Specifically, this proposal requests KFCG fund support to hire two ranger staff dedicated to the patrol of City parks and paved trails. Within this offer are requests for administrative support, a ranger vehicle, and supporting tools and materials.

86.1 Recreational Trail Development - Funded **2013 - \$466,936**
2014 - \$523,106

Park Planning and Development will continue to develop recreational trails in 2013 and 2014. Staff will continue the master planning of new trail segments, coordinating with landowners and developers for the acquisition of trail right-of-way, developing detailed construction drawings and specifications, providing construction administration on 1/2-mile of new trail per year, and assisting Park Maintenance on minor trail improvements.

88.1 Neighborhood Park Development - Funded **2013 - \$1,718,681**
2014 - \$2,056,071

Park Planning and Development will continue to develop sustainable neighborhood parks in 2013 and 2014. Staff will work with landowners and developers for the acquisition of one or two park sites, the master planning of one park, the detailed construction drawings for one park, and the construction administration of park improvements. Staff will also assist Park Maintenance and Recreation on various issues and improvements affecting park sites. Funding is from Neighborhood Parkland fee, collected in years 2013 and 2014 and reserves.

102.1 The Gardens on Spring Creek Services and Operations - Funded **2013 - \$406,312**
2014 - \$418,751

The Gardens on Spring Creek, our community botanic garden, is requesting \$255,108 in 2013 and 2014 from the General Fund for operations and services provided to the community. Operations and services includes overall management of the facility and its programs, adult education programming, marketing and public relations, volunteer coordination, and garden maintenance.

This offer also includes \$152,500 in 2013 and \$164,500 in 2014 of revenue generated by the Gardens through adult and youth programs, plant sales, facility rentals, special events and donations. This revenue is used primarily for youth programs, garden maintenance, and special events.

New this year is a request for \$10,000 in scholarships for local youth whose families qualify for free and reduced lunch programs at Poudre School District. Families and schools will be able to use these scholarships for the Read and Seed preschool program, Summer Camp, and School Tours.

CULTURE AND RECREATION

102.2 KFCG: The Gardens on Spring Creek - Funded **2013 - \$100,000**
2014 - \$100,000

The Gardens on Spring Creek is requesting \$100,000 of Keep Fort Collins Great funding for operations and services provided to the community. Operations and services include keeping the Gardens open seven days per week May 1–Oct. 1, part-time hourly staff to provide customer service at the front desk, garden and greenhouse maintenance, and continuation of a horticulture intern position from Colorado State University. This offer was funded in the previous budget cycle.

103.1 ENHANCEMENT: The Great Lawn - Funded **2013 - \$250,000**
2014 - \$0

The Gardens on Spring Creek is requesting \$830,000 to build the Great Lawn, the largest and most versatile site in the Gardens' Master Plan. The Great Lawn will be a multi-use community venue for festivals, small concerts and performances, art shows, classes, and private rental events. Local arts and culture organizations are eager for the Great Lawn to open for the many opportunities it will provide.

Funding of this project would allow the Gardens to leverage City funding dollars by applying for matching grants to build the other remaining gardens in the Master Plan—the Undaunted Garden, and Foothills and Prairie Demonstration Sites—with the goal of opening in time for the Gardens' 10th Anniversary in 2014.

109.1 ENHANCEMENT: Disc Golf Course Improvements - Funded **2013 - \$70,000**
2014 - \$0

The Parks and Recreation Policy Plan Update in 2008 identified the need for an additional 18-hole disc golf course, and adjustments at the Edora Park disc golf course to reduce user conflicts. It is possible to keep the Edora Park course at 18 holes by using land adjacent to the Light and Power Substation located east of the park. The relocation of 9 holes around the substation removes 9 holes from the main park area, greatly reducing the impact of the disc golf course on other park users. The new 18-hole disc golf course at Hughes Stadium, completed in partnership with CSU, is open to play but the popularity of disc golf ensures both courses will be well used.

CULTURE AND RECREATION

121.1 Fort Collins Museum of Discovery - Funded

2013 - \$1,181,420

2014 - \$1,196,048

Fort Collins Museum of Discovery (FCMOD) is a public-private partnership between the City of Fort Collins Partner (City) and our Non-Profit Partner (NPP). FCMOD creates meaningful opportunities for people of all ages to learn, reflect and have fun through hands-on and collections-based experiences in science and culture. In addition to providing educational programs and exhibits, FCMOD cares for more than 40,000 three-dimensional objects representing the history of the northern Colorado region, and all two-dimensional objects in the Local History Archive.

This offer supports the operations of FCMOD, including personnel, facility operations and management. Based on industry standards and assumptions provided by Economic Research Associates (ERA), the pro-forma budget for the institution is \$1,994,984 for 2013, and \$2,043,139 for 2014. The NPP contributes to the institutional budget with earned income revenue, grants and fundraising to support educational programs and exhibitions.

In November 2012, FCMOD will open to the public with long-term interior exhibits, the Local History Archive, the Museum Store, Collections Storage, Natural Areas Visitor Center, Cafe Lounge Area, Rooftop Observation Deck, and two fully equipped classrooms. The Digital Dome, a 360-degree immersive experience with state-of-the-art, high resolution projection and sound, is planned to open in 2013. The building will also include a 5,000-square-foot temporary gallery that will be used in future years.

124.1 East Community Park Land Acquisition - Funded

2013 - \$1,700,000

2014 - \$0

The Parks and Recreation Policy Plan 2008 Update identified a community park to be located near East Horsetooth Road. Park Planning and Development is currently working with a landowner in this area for acquisition of the land for a 60-acre park. This offer includes funding for the purchase of the land, raw water acquisition and site improvements, such as earthwork and grading that can be cost-shared with other City departments and the landowner/developer. Other City departments involved in this project include Natural Resources and Water Utility. Funding is from the Community Parkland Capital Expansion Fee in 2013-2014 and reserves.

124.2 Southeast Community Park Design - Funded

2013 - \$500,000

2014 - \$100,000

The Parks and Recreation Policy Plan 2008 Update identified a community park to be developed in southeast Fort Collins near Fossil Ridge High School. The 54-acre park site was purchased in 2002. Development of a ball field, two public tennis courts, a raw water delivery system and pond, and area streets were coordinated with Poudre School District with the development of the high school. This offer includes funding for the design and public process for the park development in 2013 and 2014. Construction of the park would be in 2015 and 2016 with the park open to the public in early 2017. Park maintenance funding would need to be available starting in 2017. The amount is estimated at about \$300,000 per year in current dollars. Funding for the design phase is from Community Parkland Capital Expansion fees in 2013-2014 and reserves.

CULTURE AND RECREATION

125.1 Recreational Trail Development Funded Through New Trail Impact Fee - Funded **2013 - \$270,000**
2014 - \$270,000

The development of the City's recreational trail system is funded primarily by the Conservation Trust (Lottery) Fund. Well over half of our Conservation Trust Fund revenue (\$730,000) has been diverted in recent years to help fund park maintenance due to budget reductions from the General Fund. A trail impact fee would supply needed funds for the continued expansion of our highly popular trail system.

189.1 Urban Forest Management - Funded **2013 - \$1,076,264**
2014 - \$1,101,483

This offer provides for the management of 41,500 trees on developed City property (urban forest), and some services that impact private-property trees. The municipal urban forest in Fort Collins includes 21,400 street trees and 20,100 park trees located in parks, golf courses, cemeteries, recreational and cultural facilities, and other City property. The appraised value is more than \$35,000,000. The planting, care, maintenance and perpetuation of City trees provide citizens a safe, attractive, functional and environmentally beneficial urban forest. Services provided include:

- Educating the public through the Arbor Day programs, classes and workshops, tree tours and answering citizen questions
- Managing 600-900 new trees per year
- Maintenance pruning on an 11-year cycle (7 years recommended)
- Managing tree hazards
- Removing 400 trees per year that have died or declined
- Detecting, monitoring and treating insect and disease problems
- Protecting trees during construction
- Recycling wood from pruning and removal work into mulch that is made available to the public and used in City operations
- Reviewing development plans and projects for tree planting and retention
- Issuing arborist licenses to tree care companies who have been tested and reviewed for license requirements
- Issuing notices to remove, prune or treat private trees threatening public areas or that are infested with an epidemic insect or disease

CULTURE AND RECREATION

191.1 Natural Areas Education, Outreach & Community Relations - Funded **2013 - \$486,480**
2014 - \$469,089

This offer supports activities and strategies to encourage the use of natural areas and to share the importance and meaning that they add to our lives.

The Natural Areas Education, Outreach and Community Relations offer includes:

- Educational programs and events (activities for the public, special events, school field trips, etc.)
- Volunteer opportunities (one-day projects and ongoing opportunities such as Master Naturalist educators, Volunteer Ranger Assistants, Adopt-A-Trail and citizen scientists)
- Natural areas outreach (interpretive signs, printed materials, electronic newsletter, website and marketing activities)
- Community partnerships (Volunteer Ranger Assistant program operated jointly with Larimer County; educational and professional development activities with Poudre School District; and events with non-profit, business and agency partners)
- Grants (seeking grants for entire department and managing them if awarded)
- Staffing (4.5 FTE, 3 permanent, 1.5 hourly)

191.2 Natural Areas Public Improvements - Funded **2013 - \$1,511,368**
2014 - \$1,449,947

In a 2011 survey, 80% of Fort Collins and Larimer County residents reported they had visited a natural area in the past year, with more than half visiting once a month or more. Ninety percent rated the quality of the public improvements and services provided as good to excellent. With 43 natural areas, ranging in size from a 1-acre urban site to a 22,000-acre regional site, Fort Collins natural areas provide a variety of high quality recreational opportunities for the public. This offer will use dedicated City and County sales taxes (Open Space Yes!, Help Preserve Open Space) to maintain and improve public amenities for recreational use and enjoyment of City natural areas. Funds support existing amenities and enhance visitor features such as natural surface trails, parking lots, shelters, kiosks, restroom facilities, informational signage, benches, and accessible access on the 38 natural areas (33,237 acres) open to the public. In addition, funds will contribute to the sound stewardship of City lands through fencing, signage, and other measures that help protect sensitive features so they are available for enjoyment by the public now and in the future.

191.3 Natural Areas Facility Operations - Funded **2013 - \$271,010**
2014 - \$270,361

The Natural Areas Department manages 43 natural areas encompassing nearly 35,000 acres and provides public recreational opportunities on 93% of these sites (33,237 total acres). Management of this large acreage, as well as other land protection needs within the department, requires a full-time equivalent (FTE) staff of approximately 52 (30 classified and 22 hourly [primarily seasonal]). Natural Areas operates six staff facilities, which include office and storage buildings, shops, two ranger residences for regional sites, and the Primrose Studio meeting facility. This offer will use dedicated City and County sales taxes (Open Space Yes!, Help Preserve Open Space) to operate and maintain these buildings and grounds. All but one of Natural Areas' six facilities include older buildings. Several structures are remodeled historic buildings, which need constant attention to avoid future costly repairs. Facility Operations staff strives for operational excellence and is committed to improving building energy efficiency and increasing the use of environmentally and economically sustainable practices.

CULTURE AND RECREATION

191.5 ENHANCEMENT: Natural Areas – Office Building - Funded **2013 - \$440,000**
2014 - \$0

This offer proposes to construct an additional office building at Nix Farm for the Natural Areas staff by adding to and remodeling a small two-story historic farm house. The existing Natural Areas Office Building is a separate two-story historic farm house that was remodeled in 2002 to house the Natural Areas staff. At that time, there were less than 20 permanent employees. Today, there is a permanent staff of approximately 32 and there are seasonal employees throughout the year.

195.1 KFCG: Forestry Restored Prior-Year Reductions/Increased Tree Pruning - Funded **2013 - \$119,233**
2014 - \$119,233

This offer continues important service improvements from restored prior-year reductions. Funding this offer continues to provide for increased contractual tree pruning and removal work on large trees to improve public safety and tree health. It also continues to fund an hourly Forestry Field Worker position assigned to work on City tree crews to improve tree pruning productivity.

Large Tree Pruning and Removal

Large tree and limb failures can cause serious accidents. Increasing the amount of work on large trees reduces the chances of a serious incident occurring from a tree failure. Continued funding of this offer will provide for increased critical tree pruning and removal work on City trees to correct serious safety hazards by increasing the number of large trees serviced. Large trees were pruned on a 10-year cycle in 2011, which was an improvement from a 14-year average cycle (7 year cycle recommended). Contractual work will be performed to improve tree health and public safety.

Hourly Forestry Field Worker

Funding for an hourly Forestry Field Worker will allow maximum productivity on the City tree crews. This position assists with ground work that allows the three other members of a crew to maximize productivity. (Crew productivity is increased in tree pruning). Funding this offer helps enhance customer service by allowing service requests to be addressed in a more timely manner. Customer requests for work on large trees address tree health, aesthetic and safety issues.



Culture & Recreation

Fort Collins provides diverse cultural and recreational amenities.

Primary Factors

Customer Service

Convenient & Affordable

Quality Facilities & Lands

Quality Programming

Secondary/Causal Factors

- Serve diverse customer needs and expectations
- Provide innovative and effective programming and practices
- Utilize efficient and innovative technologies and communication strategies
- Offer programmed and non-programmed opportunities

- Demonstrate effective and innovative financial sustainability
- Offer fee-based and free programs
- Provide opportunities in convenient locations citywide
- Provide a variety of operating hours

- Provide well-maintained, attractive, functional, and safe facilities, lands, parks, and recreational trails
- Practice environmental sustainability
- Utilize effective and innovative partnerships
- Adapt to change in community needs & interests
- Support an interconnected and regional and local system of parks, trails and open lands
- Explore other regional partnerships

- Offer high quality and diverse culture and recreation programs and opportunities
- Support visual and performing arts, culture, and recreation educational programming
- Develop visual and performing arts, culture, recreation, and education partnerships
- Promote visibility of arts, culture, and recreation opportunities (including opportunities for youth)



Culture and Recreation Request for Results

Team Members

Chairperson:	Beth Sowder, Community Development & Neighborhood Services
Budget Liaison:	Dawna Gorkowski, Parks
Communications Liaison:	Rita Davis, Police Services
Members:	Craig Foreman, Park Planning Marc Virata, Engineering Steve Lukowski, Parks Wayne Sterler, Utility Services Carol Ann Hixon, Citizen Participant

Result

Fort Collins provides diverse cultural and recreational amenities

Introduction/Summary of Results Map

The 2012 Result Team reviewed the past Request for Results (RFR) and made changes based on priorities and adopted plans, placing greater emphasis on operational excellence, customer service, and innovation. The Results Map reflects the goal to provide quality cultural and recreational opportunities and highlights the desire for sustainable practices, high-level customer service, and quality facilities for the community. The map contains four primary factors and associated secondary/causal factors focusing on customer service; convenient and affordable access/opportunities; quality facilities and lands; and quality programming. The RFR also contains four indicators and associated measurements along with eleven purchasing strategies to guide sellers in creating offers.

Cultural and recreational opportunities anchor Fort Collins' quality of life. Residents consistently rate these services high on the 2010 Citizen Survey, and 94% of respondents believe the City should put the same or more emphasis in this area. Strong support was also demonstrated by the passage of the Keep Fort Collins Great initiative.

The team utilized Plan Fort Collins as the community's strategic plan for the future of Fort Collins. Goals from Plan Fort Collins include providing a wide variety of high-quality recreational services and opportunities, creating an interconnected regional and local trail system, promoting community, and focusing on enhanced ecologically sound and green practices. Recreational facilities and lands are essential assets to enhance the quality of life and connect people to place, self, and others.

The principles in Plan Fort Collins that are important to consider include:

- CPR-1: The City will promote, encourage and stimulate the growth of cultural development and participation, recognizing that artistic and cultural opportunities are essential to a vital and creative community.
- CPR-2: The City will employ arts and culture as an economic driver and promote Downtown as a world-class cultural center and destination.
- CPR-3: The City will recognize that cultural education and participation are vital to stimulating a creative community, encouraging personal development, and promoting social well being.

- CPR-4: The City will maintain and provide a variety of high quality recreational opportunities to the community through an interconnected and diverse network of parks, trails, recreation facilities, public spaces, and natural areas.
- CPR-5: The City will adapt parks and recreation facilities to meet the range of needs of a changing community.

Indicators

Indicator 1: Deliver exceptional customer service in cultural and recreational programs that is responsive to customer and community needs and expectations.

Measures:

- Demonstrate continuous improvement of the "Good" or "Very Good" responses on the "Culture, Parks, and Recreation" section of the Citizen Survey (which also supports the "Listening to Citizens" section of the Citizen Survey consistent with the City's Strategic Priorities). No specific target was established because survey results varied significantly by survey question.
- Demonstrate continuous improvement in response time to inquiries in Access Fort Collins. In 2011 Culture, Parks, and Recreation's average response time was 3.35 days. The target response time for Culture, Parks, and Recreation is the City's average 2011 response time of 3 days.

Indicator 2: Maintain and provide a variety of high quality recreational facilities and lands.

Measures:

- Demonstrate continuous improvement of the "Good" or "Very Good" responses on the "Culture, Parks, and Recreation" section of the Citizen Survey (which also supports the "Listening to Citizens" section of the Citizen Survey consistent with the City's Strategic Priorities). No specific target was established because survey results varied significantly by survey question.
- Demonstrate continuous improvement in response time to inquiries in Access Fort Collins. In 2011 Culture, Parks, and Recreation's average response time was 3.35 days. The target response time for Culture, Parks, and Recreation is the City's average 2011 response time of 3 days.

Indicator 3: Participation in and utilization of cultural and recreational programs and facilities.

Measures:

- Improve the "Good" and "Very Good" ratings in the availability and diversity of recreational opportunities and arts and cultural activities sections in the Citizen Survey. No specific target was established because survey results varied significantly by survey question.
- Measure the usage of cultural and recreational programs and facilities and set targets.
- Measure the percentage of capacity in programs and facilities and set targets.
- Measure cultural and recreational economic benefits and set targets.

Indicator 4: Provide sustainable programs and facilities by utilizing public and private support (i.e. partnerships, volunteers, grants and sponsorships).

Measures:

- Measure volunteer hours as a means of offsetting costs and set targets.
- Increase non-general fund support to improve self-sufficiency by facility.
- Measure requests for discounted or waived fees and set targets.
- Measure the number of types of programs offered (specifics yet to be determined by Futures Committee).

Purchasing Strategies

We are looking for offers that:

1. Maximize efficiencies in the management of expenses and revenues through all available means, such as internal/external partnerships, grants, sponsorships, volunteers, etc.
2. Serve diverse customer needs, abilities, and interests throughout the community.
3. Provide programs and facilities that contribute to the economic health of Fort Collins through culture and recreation.
4. Provide programs and facilities that contribute to the social health of Fort Collins through culture and recreation.
5. Provide programs and facilities that contribute to the environmental health of Fort Collins through culture and recreation.
6. Demonstrate programming that is diverse, innovative, and improves customer satisfaction.
7. Demonstrate operational excellence, customer service, and innovation.
8. Enhance the community through public art and promote visibility of the arts and culture.
9. Encourage partnerships between educational, cultural, and business institutions to improve opportunities for learning and expanding the creative industries employment base in the City.
10. Support an interconnected regional and local system of parks, recreational trails, and open lands, and promote community interaction.
11. Fulfill City mandates and programs which the City has a unique ability to provide.

Sources & Reports

- 2010 Fort Collins Citizen Survey
- 2010 Community Scorecard
- Notes from 2012 City Council retreat

Related Major Plans

- City Plan Fort Collins
- City of Fort Collins Strategic Priorities
- The Cultural Plan
- The Parks and Recreation Policy Plan
- The Natural Areas Strategic Plan
- The Land Conservation and Stewardship Master Plan



ECONOMIC HEALTH

Fort Collins promotes a healthy, sustainable economy reflecting community values.

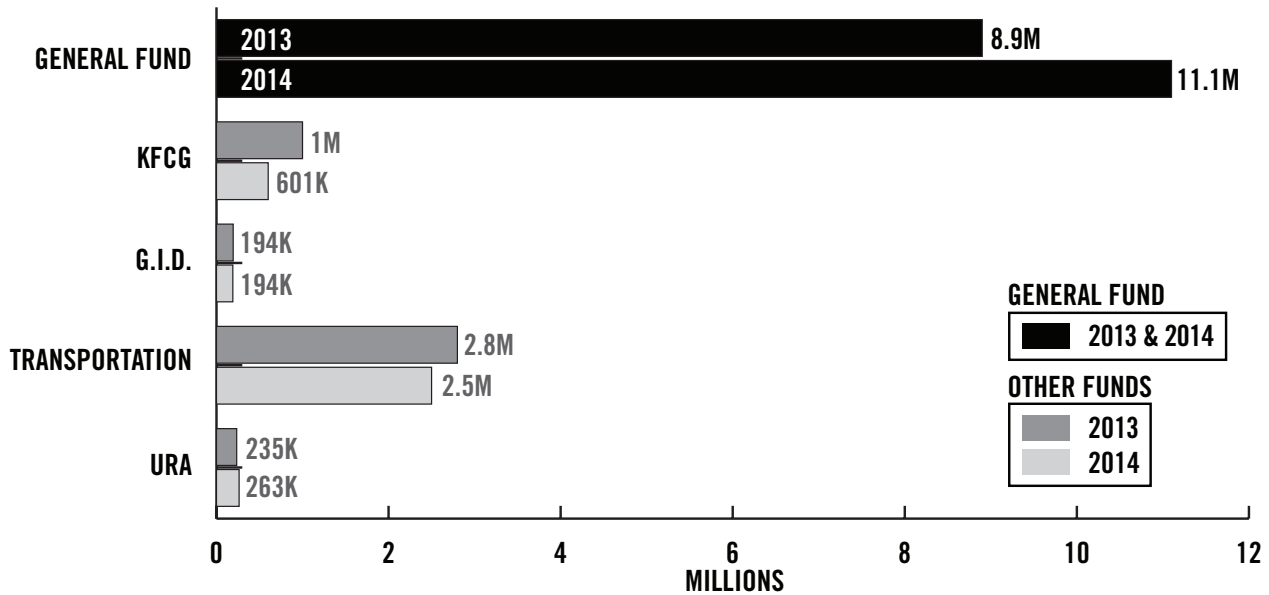




Economic Health

2013 GENERAL FUND & OTHER FUNDS – 13.1M
2014 GENERAL FUND & OTHER FUNDS – 14.7M

- Development Review
- Economic Program
- District One



OVERVIEW

The Economic Health Result Area funds a package of programs and services that support the Economic Action Plan.

This budget maintains the core economic health office and the “One-Stop-Shop” for development review services. With an increase in development activity, staffing needs in Development Review have also increased; this budget includes several new positions in that area, which are funded by development fees.

This budget also recognizes the importance of a vibrant downtown through funding of downtown landscaping, flowers, and maintenance, the downtown holiday lights, Police District One and downtown crime prevention.

The City will also invest in the future success of other areas of the community. The Lincoln Triangle Strategic Plan will provide a blueprint for public and private investment in the area just north of the River District. The Midtown Corridor College Avenue Boulevard Transportation Study will address redevelopment of Midtown and how the area links to the Mason Corridor.

FUNDING SOURCES

While the majority of revenues used to achieve Economic Health goals are from General Fund and Transportation funding sources, this Result Area also depends on partnerships with other organizations to fund key purchases.

- Partnerships with the Downtown Development Authority, the Downtown General Improvement District and Downtown Business Association provide several programs that enhance the experience of diners, shoppers and other downtown visitors.
- Lodging Taxes, which are generated from visitors to Fort Collins who stay in local hotels and motels, provide essential funding for Convention and Visitor Services and the Fort Fund grant program.
- Vendor Fee revenue continues to provide resources for core Economic Health programs, supporting staff, economic clusters, and marketing.

KEY PURCHASES

- Economic Health program leadership/economic marketing
- District One and Downtown Crime Prevention
- Urban Renewal Authority Operations
- Building, Engineering, and Planning and Zoning Services
- Downtown landscaping, flower program and maintenance
- Downtown Holiday Lighting
- Parking Services
- Economic clusters and the Rocky Mountain Innovation Initiative support
- Historic Preservation
- Convention and Visitor Services
- Fort Collins/Loveland Airport

ENHANCEMENTS PURCHASED

- Lincoln Triangle Strategic Plan and Lincoln Boulevard Plan
- Economic Health Partnerships
- Storefront Improvement Program
- Midtown Corridor College Avenue Boulevard Transportation Study
- Support for Arts Incubator of the Rockies
- New Positions:
 - Parking System Specialist (.5 FTE)
 - Building Inspector (1 FTE)
 - Plans Analyst (.5 FTE)
 - Building and Development Review Tech (.5 FTE)
 - Planning Manager (1 FTE)
 - Development Review Systems Specialist (.5 FTE)
 - Contractual Building Inspector (1 FTE)
 - Historic Preservation Planners (1.2 FTE)
 - Economic Health Administrative Support (.5 FTE)

EXAMPLES OF SERVICE ENHANCEMENTS NOT PURCHASED

- Increased small and local business support
- Old Town Square Ice Rink
- Parking Plan implementation
- Downtown Plan Update
- West Elizabeth Enhanced Travel Corridor Master Plan
- Railroad Quiet Zone Implementation

ECONOMIC HEALTH - 2013

Offer	Offer Cost		Offer Funding		
	Total	GENERAL FUND Dedicated	Ongoing	OTHER FUNDS	RESERVES
132.1 Community Development and Neighborhood Services Customer Service & Administration	733,943	700,585	33,358	0	0
		<i>Development Review</i>			
132.2 Planning and Zoning Services	758,723	196,903	561,820	0	0
		<i>Development Review</i>			
132.3 Building Services	1,004,259	869,467	134,792	0	0
		<i>Development Review</i>			
132.4 Engineering Services	481,337	0	0	481,337	0
		<i>Transportation Fund</i>			
6.1 Economic Health Program Leadership	376,533	0	376,533	0	0
67.1 Parking Operations	1,558,657	0	39,000	1,519,657	0
		<i>Transportation Fund</i>			
67.2 Parking Maintenance	295,500	0	0	295,500	0
		<i>Transportation Fund</i>			
15.1 Downtown Landscaping and Maintenance	1,157,857	297,773	860,084	0	0
		<i>DDA Contributions Park Fees</i>			
15.4 KFCG: Downtown Botanical/Flower Program and Cleaning	183,600	0	0	183,600	0
		<i>Keep Fort Collins Great Fund</i>			
6.3 Support the Rocky Mountain Innosphere	60,000	0	60,000	0	0
7.1 Urban Renewal Authority Operations	209,627	0	0	209,627	0
		<i>URA O&M Fund</i>			

Drilling Platform - Ranked Offers by Outcome

Budget Years: 2013 - 2014

ECONOMIC HEALTH - 2013

Offer	Offer Cost Total	Offer Funding			
		GENERAL FUND Dedicated	GENERAL FUND Ongoing	OTHER FUNDS	RESERVES
5.1 Convention and Visitors Services	668,500	668,500 <i>Lodging Taxes</i>	0	0	0
168.1 Historic Preservation	139,118	17,390 <i>Development Review</i>	121,728	0	0
6.2 Support of Targeted Industry Clusters	116,000	0	116,000	0	0
76.1 General Improvement District (GID) #1 Administration and Projects	78,666	0	0	78,666 <i>General Improvement District 1</i>	0
15.3 Holiday Lighting	115,000	0	0	115,000 <i>General Improvement District 1</i>	0
6.4 Annual Fort Collins/Loveland Airport Contribution	177,500	0	85,000	0	92,500 <i>General Fund</i>
168.2 KFCG ENHANCEMENT: Historic Preservation Programming	166,928	0	0	166,928 <i>Keep Fort Collins Great Fund</i>	0
94.1 District One and Downtown Crime Prevention	1,116,912	0	1,116,912	0	0
168.3 ENHANCEMENT: Historic Preservation Planner 0.2 FTE Increase	15,242	0	15,242	0	0
92.1 KFCG: Lincoln Triangle Strategic Plan and Lincoln Boulevard Plan	275,000	0	0	275,000 <i>Keep Fort Collins Great Fund</i>	0
130.2 KFCG ENHANCEMENT: Midtown Corridor College Avenue Boulevard Transportation Study	200,000	0	0	200,000 <i>Keep Fort Collins Great Fund</i>	0

Drilling Platform - Ranked Offers by Outcome

Budget Years: 2013 - 2014

ECONOMIC HEALTH - 2013

Offer	Offer Cost Total	Offer Funding			
		GENERAL FUND Dedicated	GENERAL FUND Ongoing	OTHER FUNDS	RESERVES
6.10 ENHANCEMENT: Economic Health Administrative Support	34,806	0	34,806	0	0
67.3 ENHANCEMENT: Civic Center Parking Structure Major Maintenance	100,000	0	0	0	100,000 <i>Transportation Fund</i>
132.7 ENHANCEMENT: Planning Manager	90,294 <i>Development Review</i>	90,294	0	0	0
67.5 ENHANCEMENT: eTicketBook for Police Vehicles	50,000	0	0	0	50,000 <i>Transportation Fund</i>
132.5 ENHANCEMENT: Building Services Staff	89,642 <i>Development Review</i>	89,642	0	0	0
6.11 KFCG: Support Local Retail & Gigabit University	50,000	0	0	50,000 <i>Keep Fort Collins Great Fund</i>	0
6.13 ENHANCEMENT: Economic Health Partnerships (Existing Agreements)	1,310,000 <i>Economic Tax Incentives</i>	110,000	0	0	1,200,000 <i>General Fund</i>
6.9 ENHANCEMENT: Economic Health Partnerships (Potential Agreements)	800,000	0	0	0	800,000 <i>General Fund</i>
132.6 ENHANCEMENT: Building & Development Review Tech	29,361 <i>Development Review</i>	29,361	0	0	0
67.4 ENHANCEMENT: Parking Systems Specialist	50,486	0	16,283	34,203 <i>Transportation Fund</i>	0

Drilling Platform - Ranked Offers by Outcome

Budget Years: 2013 - 2014

ECONOMIC HEALTH - 2013

Offer	Offer Cost	Offer Funding			
	Total	GENERAL FUND		OTHER FUNDS	RESERVES
		Dedicated	Ongoing		
6.6 KFCG ENHANCEMENT: Business Retention and Expansion	60,000	0	0	60,000	0
				<i>Keep Fort Collins Great Fund</i>	
6.5 KFCG: Additional Support for Cluster Development	100,000	0	0	100,000	0
				<i>Keep Fort Collins Great Fund</i>	
67.6 ENHANCEMENT: Parking Enforcement Vehicle	120,000	0	0	0	120,000
					<i>Transportation Fund</i>
67.9 ENHANCEMENT: Parking Security System Refurbishment	50,000	0	0	0	50,000
					<i>Transportation Fund</i>
132.9 ENHANCEMENT: Building Services Staff	73,962	73,962	0	0	0
		<i>Development Review</i>			
67.7 ENHANCEMENT: Parking Lot Refurbishment	50,000	0	0	0	50,000
					<i>Transportation Fund</i>
132.8 ENHANCEMENT: Development Review Systems Specialist	51,396	51,396	0	0	0
		<i>Development Review</i>			
7.2 ENHANCEMENT: Storefront Improvement Program	25,000	0	0	25,000	0
				<i>URA O&M Fund</i>	
67.8 ENHANCEMENT: Parking Pay Machine	70,000	0	0	0	70,000
					<i>Transportation Fund</i>
6.15 ENHANCEMENT: Support Arts Incubator of the Rockies	50,000	0	50,000	0	0
Funded Offers	13,143,849	3,195,273	3,621,558	3,794,518	2,532,500

Drilling Platform - Ranked Offers by Outcome

Budget Years: 2013 - 2014

ECONOMIC HEALTH - 2013

Offer	Offer Cost Total	Offer Funding			
		GENERAL FUND Dedicated	Ongoing	OTHER FUNDS	RESERVES
130.5 KFCG ENHANCEMENT: Contractual Assistant Traffic Engineer	96,069	0	0	96,069	0
				<i>Keep Fort Collins Great Fund</i>	
67.10 ENHANCEMENT: Parking Plan Implementation	60,000	0	60,000	0	0
130.4 KFCG ENHANCEMENT: Railroad Quiet Zone Implementation	400,000	0	0	400,000	0
				<i>Keep Fort Collins Great Fund</i>	
6.12 KFCG ENHANCEMENT: Support Larimer County Small Business Development Center	50,000	0	0	50,000	0
				<i>Keep Fort Collins Great Fund</i>	
130.3 KFCG ENHANCEMENT: West Elizabeth Enhanced Travel Corridor Master Plan	100,000	0	0	100,000	0
				<i>Keep Fort Collins Great Fund</i>	
130.1 KFCG ENHANCEMENT: North College/Mountain Vista Enhanced Travel Corridor Master Plan	150,000	0	0	150,000	0
				<i>Keep Fort Collins Great Fund</i>	
6.7 ENHANCEMENT: Small and Local Business Support (General Fund Reserves)	1,000,000	0	0	0	1,000,000
					<i>General Fund</i>
15.2 Old Town Square Ice Rink	54,125	0	40,000	14,125	0
				<i>Recreation Fund</i>	
242.1 ENHANCEMENT: Parking Infrastructure Fund	1,000,000	0	1,000,000	0	0
Unfunded Offers	2,910,194	0	1,100,000	810,194	1,000,000
Total Offers	16,054,043	3,195,273	4,721,558	4,604,712	3,532,500

Drilling Platform - Ranked Offers by Outcome

Budget Years: 2013 - 2014

ECONOMIC HEALTH - 2014

Offer	Offer Cost		Offer Funding			
	Total	GENERAL FUND Dedicated	Ongoing	OTHER FUNDS	RESERVES	
132.1 Community Development and Neighborhood Services Customer Service & Administration	748,351	642,524	105,827	0	0	
		<i>Development Review</i>				
132.2 Planning and Zoning Services	770,602	199,779	570,823	0	0	
		<i>Development Review</i>				
132.3 Building Services	1,025,008	889,595	135,413	0	0	
		<i>Development Review</i>				
132.4 Engineering Services	492,284	0	0	492,284	0	
		<i>Transportation Fund</i>				
6.1 Economic Health Program Leadership	381,194	0	381,194	0	0	
67.1 Parking Operations	1,585,845	0	40,560	1,545,285	0	
		<i>Transportation Fund</i>				
67.2 Parking Maintenance	303,500	0	0	303,500	0	
		<i>Transportation Fund</i>				
15.1 Downtown Landscaping and Maintenance	1,192,453	306,411	886,042	0	0	
		<i>DDA Contributions Park Fees</i>				
15.4 KFCG: Downtown Botanical/Flower Program and Cleaning	187,272	0	0	187,272	0	
		<i>Keep Fort Collins Great Fund</i>				
6.3 Support the Rocky Mountain Innosphere	60,000	0	60,000	0	0	
7.1 Urban Renewal Authority Operations	213,312	0	0	0	213,312	
		<i>URA O&M Fund</i>				

Drilling Platform - Ranked Offers by Outcome

Budget Years: 2013 - 2014

ECONOMIC HEALTH - 2014

Offer	Offer Cost Total	Offer Funding			
		GENERAL FUND Dedicated	GENERAL FUND Ongoing	OTHER FUNDS	RESERVES
5.1 Convention and Visitors Services	682,500	682,500 <i>Lodging Taxes</i>	0	0	0
168.1 Historic Preservation	141,716	17,715 <i>Development Review</i>	124,001	0	0
6.2 Support of Targeted Industry Clusters	96,000	0	96,000	0	0
76.1 General Improvement District (GID) #1 Administration and Projects	79,001	0	0	79,001 <i>General Improvement District 1</i>	0
15.3 Holiday Lighting	115,000	0	0	115,000 <i>General Improvement District 1</i>	0
6.4 Annual Fort Collins/Loveland Airport Contribution	85,000	0	85,000	0	0
168.2 KFCG ENHANCEMENT: Historic Preservation Programming	168,920	0	0	168,920 <i>Keep Fort Collins Great Fund</i>	0
94.1 District One and Downtown Crime Prevention	1,148,009	0	1,148,009	0	0
168.3 ENHANCEMENT: Historic Preservation Planner 0.2 FTE Increase	17,487	0	17,487	0	0
6.10 ENHANCEMENT: Economic Health Administrative Support	33,712	0	33,712	0	0
67.3 ENHANCEMENT: Civic Center Parking Structure Major Maintenance	100,000	0	0	0	100,000 <i>Transportation Fund</i>
132.7 ENHANCEMENT: Planning Manager	111,060	111,060 <i>Development Review</i>	0	0	0

Drilling Platform - Ranked Offers by Outcome

Budget Years: 2013 - 2014

ECONOMIC HEALTH - 2014

Offer	Offer Cost		Offer Funding		
	Total	GENERAL FUND Dedicated	Ongoing	OTHER FUNDS	RESERVES
132.5 ENHANCEMENT: Building Services Staff	98,337	98,337	0	0	0
		<i>Development Review</i>			
6.11 KFCG: Support Local Retail & Gigabit University	50,000	0	0	50,000	0
		<i>Keep Fort Collins Great Fund</i>			
6.13 ENHANCEMENT: Economic Health Partnerships (Existing Agreements)	550,000	150,000	0	0	400,000
		<i>Economic Tax Incentives</i>			<i>General Fund</i>
6.9 ENHANCEMENT: Economic Health Partnerships (Potential Agreements)	3,650,000	50,000	0	0	3,600,000
		<i>Economic Tax Incentives</i>			<i>General Fund</i>
132.6 ENHANCEMENT: Building & Development Review Tech	32,994	32,994	0	0	0
		<i>Development Review</i>			
67.4 ENHANCEMENT: Parking Systems Specialist	50,210	0	46,035	4,175	0
		<i>Transportation Fund</i>			
6.6 KFCG ENHANCEMENT: Business Retention and Expansion	75,000	0	0	75,000	0
		<i>Keep Fort Collins Great Fund</i>			
6.5 KFCG: Additional Support for Cluster Development	120,000	0	0	120,000	0
		<i>Keep Fort Collins Great Fund</i>			
132.9 ENHANCEMENT: Building Services Staff	74,502	74,502	0	0	0
		<i>Development Review</i>			
67.7 ENHANCEMENT: Parking Lot Refurbishment	50,000	0	0	0	50,000
		<i>Transportation Fund</i>			

ECONOMIC HEALTH - 2014

Offer	Offer Cost		Offer Funding			
	Total	Dedicated	GENERAL FUND Ongoing	OTHER FUNDS	RESERVES	
132.8 ENHANCEMENT: Development Review Systems Specialist	52,494	52,494	0	0	0	0
			<i>Development Review</i>			
7.2 ENHANCEMENT: Storefront Improvement Program	50,000	0	0	0	50,000	
						<i>URA O&M Fund</i>
6.15 ENHANCEMENT: Support Arts Incubator of the Rockies	60,000	0	60,000	0	0	0
	Funded Offers	14,651,763	3,307,911	3,790,103	3,140,437	4,413,312
130.5 KFCG ENHANCEMENT: Contractual Assistant Traffic Engineer	98,335	0	0	98,335	0	0
				<i>Keep Fort Collins Great Fund</i>		
93.1 ENHANCEMENT: Downtown Plan Update	105,750	0	0	0	105,750	
						<i>General Fund</i>
130.4 KFCG ENHANCEMENT: Railroad Quiet Zone Implementation	700,000	0	0	700,000	0	0
				<i>Keep Fort Collins Great Fund</i>		
6.12 KFCG ENHANCEMENT: Support Larimer County Small Business Development Center	75,000	0	0	75,000	0	0
				<i>Keep Fort Collins Great Fund</i>		
130.3 KFCG ENHANCEMENT: West Elizabeth Enhanced Travel Corridor Master Plan	200,000	0	0	200,000	0	0
				<i>Keep Fort Collins Great Fund</i>		
130.1 KFCG ENHANCEMENT: North College/Mountain Vista Enhanced Travel Corridor Master Plan	150,000	0	0	150,000	0	0
				<i>Keep Fort Collins Great Fund</i>		

ECONOMIC HEALTH - 2014

Offer	Offer Cost Total	Offer Funding			
		GENERAL FUND Dedicated	GENERAL FUND Ongoing	OTHER FUNDS	RESERVES
15.2 Old Town Square Ice Rink	54,319	0	40,000	14,319 <i>Recreation Fund</i>	0
242.1 ENHANCEMENT: Parking Infrastructure Fund	1,000,000	0	1,000,000	0	0
Unfunded Offers	2,383,404	0	1,040,000	1,237,654	105,750
Total Offers	17,035,167	3,307,911	4,830,103	4,378,091	4,519,062

ECONOMIC HEALTH

5.1 Convention and Visitors Services - Funded **2013 - \$668,500**
2014 - \$682,500

This offer funds the City's contract with the Fort Collins Convention and Visitors Bureau (FCCVB), the official convention, tourism, and marketing sales and services agency of the City.

Funding comes from lodging tax revenues, which are leveraged with private dollars and in-kind contributions from local businesses and the Colorado Tourism Office. The FCCVB markets Fort Collins as a convention and tourism destination, with special emphasis on Fort Collins as a sustainable and cultural destination. The public relations program generates coverage in national travel publications and other media. The FCCVB operates two visitor information centers and serves as the primary source of information and services for the visitor and convention delegate, as well as many local residents. The FCCVB works in cooperation with local organizations (Chamber, Downtown Business Association, Downtown Development Authority, Colorado State University and Cultural Resources Board) as well as the Colorado Tourism Office and the Front Range Region. The mission of the FCCVB is to lead the region in attracting visitors for a diverse set of experiences while enhancing the quality of life for local residents.

6.1 Economic Health Program Leadership - Funded **2013 - \$376,533**
2014 - \$381,194

This offer provides the resources associated with the core functions of the Economic Health Office (EHO). The EHO supports the day-to-day economic development activities of the City as well as ongoing implementation of the 2012 Economic Health Strategic Plan (EHSP) through four key goals:

- * Facilitate a stronger support network for existing employers, new businesses, and small business.
- * Enhance the innovation ecosystem and economy that support companies at all stages and align with City goals.
- * Create a system for talent development, retention, and recruitment that responds and anticipates employers' needs.
- * Develop community assets and infrastructure necessary to support the region's employers and talent.

In 2010, the Fort Collins Urban Renewal Authority (URA) joined the EHO. The URA provides a focused financial incentive to encourage the redevelopment of select geographic areas within the City. In this budget cycle, the URA remains under the EHO continuing to support the larger economic health goals of the City.

ECONOMIC HEALTH

6.2 Support of Targeted Industry Clusters - Funded **2013 - \$116,000**
2014 - \$96,000

The Economic Health Strategic Plan (EHSP) adopted by City Council in 2012 calls for a variety of economic health activities to continue and expand. The ongoing support of target industry clusters addresses three of the EHSP goals:

- * Facilitate a stronger support network for existing employers, new businesses, and small business.
- * Enhance the innovation ecosystem and economy that support companies at all stages and align with City goals.
- * Create a system for talent development, retention, and recruitment that responds and anticipates employers' needs.

Support of the target industry clusters focuses on growing our local economy from within by identifying existing and emerging capabilities. This activity seeks to leverage these assets into new technology, job creation, and economic activity. It does not preclude the Economic Health Office from assisting businesses outside of the target industry clusters. Instead, it places emphasis on those areas that have demonstrated success or opportunity for future success.

6.3 Support the Rocky Mountain Innosphere - Funded **2013 - \$60,000**
2014 - \$60,000

The Rocky Mountain Innosphere (RMI), previously the Rocky Mountain Innovation Initiative, is a science and technology incubator that supports start-up companies based in the Northern Colorado region. Investing in RMI supports the City's Economic Health Strategic Plan (EHSP) by supporting one of four identified goals:

- * Enhance the innovation ecosystem and economy that support companies at all stages and align with City goals.

RMI supports this goal by promoting a culture of innovation and entrepreneurship in the region and providing a connection point between entrepreneurs, capital, academic and government institutions, and workforce talent.

6.4 Annual Fort Collins/Loveland Airport Contribution - Funded **2013 - \$177,500**
2014 - \$85,000

The City of Fort Collins has an intergovernmental agreement with the City of Loveland to jointly own and operate the regional airport located at I25 and Crossroads Boulevard in Loveland. This offer reflects the City's contribution toward those operating costs. The vast majority of funds for operating the airport come from federal grants through the Federal Aviation Administration. A recent study by the State of Colorado shows the total direct and indirect regional economic benefit created by the airport is \$56 million.

6.5 KFCG: Additional Support for Cluster Development - Funded **2013 - \$100,000**
2014 - \$120,000

This offer is linked to Offer 6.2, which provides the foundation of funding for the target industry cluster program. This offer extends the funding through the Keep Fort Collins Great tax to specifically support project activities within the target industry clusters. For a more complete description of the target industry program please refer to Offer 6.2.

ECONOMIC HEALTH

6.6 KFCG ENHANCEMENT: Business Retention and Expansion - Funded **2013 - \$60,000**
2014 - \$75,000

This offer provides the Economic Health Office (EHO) with additional resources to expand its business retention and expansion efforts. These expanded efforts will address the first goal of the 2012 Economic Health Strategic Plan (EHSP):

* Facilitate a stronger support network for existing employers, new businesses, and small business.

6.9 ENHANCEMENT: Economic Health Partnerships (Potential Agreements) - Funded **2013 - \$800,000**
2014 - \$3,650,000

The City of Fort Collins uses a variety of tools to assist primary employers with relocation and expansion efforts. The City does not employ a one-size-fits-all approach to developing assistance packages. Instead, the City chooses to work collaboratively with each primary employer and build a package that is specific to their individual needs. This approach typically results in a better outcome for all parties.

This offer requests funding for both Use Tax and Personal Property Tax rebates anticipated in 2013-2014. The request and amount is based on known and anticipated projects requesting assistance during 2012. These tax rebates return the incremental revenue associated with a project and should not decrease available funding to other outcome areas.

In the case of use tax rebates, the revenue is earned in the year prior to the rebate; therefore, these rebates are funded from reserves. Personal Property Tax rebates are paid in the year the revenue is earned; therefore, these rebates are paid from revenue.

ALL TAX REBATES REQUIRE THE APPROVAL OF CITY COUNCIL.

6.10 ENHANCEMENT: Economic Health Administrative Support - Funded **2013 - \$34,806**
2014 - \$33,712

The Economic Health Office (EHO) historically partnered with the City Manager's Office for administrative support personnel. However, the move to the Sustainability Service Area has made this partnership less efficient. The EHO seeks to continue its partnership approach to administrative support personnel. This offer includes funding for administrative support staff to meet the EHO need by partnering with other departments in the Sustainability Service Area.

6.11 KFCG: Support Local Retail & Gigabit University - Funded **2013 - \$50,000**
2014 - \$50,000

This offer provides the Economic Health Office (EHO) with additional resources to identify land suitable for commercial and industrial businesses, and also support local businesses in their efforts to promote themselves and encourage residents to shop locally. This funding would support the third goal of the 2012 Economic Health Strategic Plan (EHSP):

* Develop community assets and infrastructure necessary to support the region's employers and talent.

ECONOMIC HEALTH

6.13 ENHANCEMENT: Economic Health Partnerships (Existing Agreements) - Funded **2013 - \$1,310,000**
2014 - \$550,000

The City of Fort Collins uses a variety of tools to assist primary employers with relocation and expansion efforts. The City does not employ a one-size-fits-all approach to developing assistance packages. Instead, the City chooses to work collaboratively with each primary employer and build a package that is specific to their individual needs. This approach typically results in a better outcome for all parties.

This offer provides the funding for two Business Investment Agreements. The Agreements provide Use Tax and Personal Property Tax rebates for two projects, as described below:

- * Avago: In 2011 City Council approved an Agreement between the City and Avago. The Agreement provides a maximum of \$1.725 million in Use Tax rebate payable between 2012-2014. In addition the agreement allows a Personal Property Tax rebate maximum of \$81,700 annually beginning in 2012.
- * Hewlett Packard (HP): In 2010 City Council approved an Agreement between HP and the City. The Agreement provided a maximum of \$600,000 in Use Tax rebate, which the City has already paid (actual amount was \$241,193.02). In addition, the Agreement allows a Personal Property Tax rebate of up to \$100,000 annually against the equipment installed with the project.

6.15 ENHANCEMENT: Support Arts Incubator of the Rockies - Funded **2013 - \$50,000**
2014 - \$60,000

The Arts Incubator of the Rockies, AIR, is a regional arts incubator that provides capacity building, networking, and professional development for artists and creatives who provide 6,500 jobs and \$70M in revenue in Larimer County. AIR is a partnership between Beet Street, the City of Fort Collins Cultural Services and Colorado State University School of the Arts. AIR builds a creative culture and a sense of place that values and sustains artists and community, and appreciates creativity of all expressions. In addition to serving Northern Colorado, AIR serves as the hub of the arts community in the Intermountain West and provides the education, resources, and support to elevate artistic careers and organizations. AIR programs will bring participants from ten states in the region to Fort Collins to learn and enjoy what our community has to offer.

Investing in AIR supports the Economic Health Strategic Plan (EHSP), unanimously adopted by the Council, by supporting all four of the Primary Factors for promoting a healthy, sustainable economy reflecting community values: create diversity, ensure resiliency, provide opportunity, and preserve place. AIR supports these foci with nationally recognized workshops and programs that support the Uniquely Fort Collins cluster, encourage collaboration and partnerships, strengthen business retention and expansion, promote incubation and recruitment, champion local businesses, protect local aesthetics, and support community values.

ECONOMIC HEALTH

7.1 Urban Renewal Authority Operations - Funded **2013 - \$209,627**
2014 - \$213,312

The Urban Renewal Authority is responsible for facilitating redevelopment within Urban Renewal Plan areas through the collection and use of tax increment. The URA is solely funded by property tax increment collected within the plan area boundaries and does not require the use of General Fund dollars. This is an urban revitalization and economic development mechanism that stimulates and leverages private investment through public/private partnerships. This entity is critical to the vitality and economic health of the City, its commercial districts and local businesses. Removing barriers and relying on innovative ways to allow community reinvestment are the foundation of this program.

7.2 ENHANCEMENT: Storefront Improvement Program - Funded **2013 - \$25,000**
2014 - \$50,000

This enhancement requests \$25,000 in 2013 and \$50,000 in 2014 of unencumbered tax increment financing (TIF) in 2013 to fund a Storefront Improvement Program. The purpose of the program is to provide financial assistance to property owners and/or business tenants within an Urban Renewal TIF District seeking to renovate or restore their commercial storefronts and/or building facades. The goal is to leverage private investment to visually improve existing buildings.

15.1 Downtown Landscaping and Maintenance - Funded **2013 - \$1,157,857**
2014 - \$1,192,453

The Parks Department provides outside grounds maintenance and cleaning for Cityowned facilities and infrastructure within the Downtown core area. This area is defined as College Avenue between Cherry Street and Mulberry Street, and three blocks east and three blocks west of College Avenue. Maintenance areas include street corners, tree grates, medians, Old Town Square, Oak Street Plaza, parks (Washington, Library, Civic Center, Jefferson), City facilities, and renovated alleys. Parks partners with the Downtown Development Authority (DDA) and Progressive Old Town Square to maintain Old Town Square. The DDA has also renovated three alleys in the Downtown area that it contracts with Parks to maintain.

Maintenance includes litter control; turf care; irrigation maintenance; shrub bed maintenance; infrastructure repair; cleaning corners, alleys, and plaza areas; and fountain maintenance at Oak Street Plaza and Old Town Square. Flower beds, pots and hanging baskets are maintained in Old Town Square and the alleys. Snow removal is provided during the winter months on the College Avenue corners, City facilities, Oak Street Plaza, and Old Town Square.

The DDA and Progressive Old Town Square will contribute \$64,010 and \$58,718 respectively toward maintaining Old Town Square in 2013. The DDA provides funding for Firehouse Alley, Montezuma Alley, and Alley Cat Alley totaling \$106,445. Funding from these entities will be increased by the Denver-Boulder Consumer Price Index in 2014.

ECONOMIC HEALTH

15.3 Holiday Lighting - Funded **2013 - \$115,000**
2014 - \$115,000

This is an offer to provide holiday lighting in the Downtown core area during the winter holiday season through a partnership with the Downtown Development Authority (DDA) and the Downtown Business Association (DBA). Lighted areas included College Avenue between Olive Street and Laporte Avenue, Oak Street Plaza, Old Town Square, and Walnut Street from Linden Street to Pine Street. Additional areas of lighting along side streets have been requested. The Park Division is in the process of rebidding the 5-year holiday lighting contract. Results of the bidding process will be discussed with the DDA and DBA. Areas to be lit and the level of funding from each entity will be determined before the final offer is submitted.

15.4 KFCG: Downtown Botanical/Flower Program and Cleaning - Funded **2013 - \$183,600**
2014 - \$187,272

This offer continues the Keep Fort Collins Great financial support for the Downtown botanical/flower program and cleaning between blocks along College Avenue. Costs for the flower program include planting and maintenance of 4,377 square feet of flower beds, 46 hanging baskets and 162 pots that will be located throughout the Downtown area and at City facilities. This offer does not include flower plantings in Old Town Square, Oak Street Plaza or Downtown Development Authority renovated alleys. These locations have separate funding sources. Cleaning between blocks includes power washing sidewalks, tree grate cleaning, and cigarette and trash pickup along College Avenue.

Impacts:

- The flowers and cleanliness will make the area look more inviting to citizens and tourists.
- Sales tax collections will continue to increase as Downtown becomes more of a destination for visitors and a variety of community activities.
- Continues positive relationship with the Downtown Development Authority and demonstrates strong City support for the success of Downtown.
- Visitors come to Fort Collins to tour the public gardens, including the Downtown flower program.

67.1 Parking Operations - Funded **2013 - \$1,558,657**
2014 - \$1,585,845

This offer funds parking enforcement, customer service, and operation of parking garages and surface lots. Enforcement is needed to ensure that parking space turnover and availability occur daily. The Customer Service section sells permits, receives payments for citations, sets hearings, provides information to customers, and related tasks. The operation of the garages and surface lots is necessary to provide long-term parking options for those who need more time to park than is allowed on-street. The mission of Parking is to help support the economic vitality of Downtown. The three functions described above are necessary to accomplish that mission.

This offer is 100% funded from Parking revenues. If this offer is not accepted, the Parking revenues will not be generated.

ECONOMIC HEALTH

67.2 Parking Maintenance - Funded **2013 - \$295,500**
2014 - \$303,500

This offer is 100% funded from Parking revenues. This offer funds the maintenance in the two Downtown parking garages and seven surface parking lots operated by Parking Services. Examples of maintenance activities include pressure washing, utilities (lights, water, garbage, etc.), daily cleaning and trash disposal, landscaping in parking lots, graffiti removal, repairs and upkeep of HVAC systems, replacement of light bulbs and fixtures, plumbing and electrical repairs, etc. Well maintained clean, parking facilities contribute to an enjoyable parking experience. This offer is linked to Offer 67.1: Parking Operations.

67.3 ENHANCEMENT: Civic Center Parking Structure Major Maintenance - Funded **2013 - \$100,000**
2014 - \$100,000

This offer is 100% funded from parking reserves. This offer provides funding for major maintenance projects in the Civic Center Parking Structure (garage), starting with an updated condition appraisal, and including projects such as weatherproofing, repair of spalling concrete, sign repairs, elevator maintenance, leak repairs and resealing/recaulking of joints throughout the structure. This offer is linked to Offer 67.1: Parking Operations.

67.4 ENHANCEMENT: Parking Systems Specialist - Funded **2013 - \$50,486**
2014 - \$50,210

This offer funds a part-time Systems Specialist to perform technical functions for Parking Services. This part-time position is needed because our previous Systems Analyst is no longer available due to work load associated with the Mason Corridor project. This offer is critical to the operational viability of Parking Services. Without proprietary technical support, Parking Services will experience delays, downtime, and a degradation of customer service. This offer is linked to Offer 67.1: Parking Operations.

67.5 ENHANCEMENT: eTicketBook for Police Vehicles - Funded **2013 - \$50,000**
2014 - \$0

This offer is 100% funded from Parking reserves. This offer funds the purchase of software called eTicketBook. This software is designed to work on the laptop computers in Police vehicles so that Police officers can write computer-generated parking citations. This would be an improvement over the existing method, which is hand-written tickets. The hand-written paper tickets must be transferred manually into the parking management database before they can be processed. The eTicketBook software will eliminate the need for the manual transfer, saving time and increasing accuracy. This offer is linked to Offer 67.1: Parking Operations.

ECONOMIC HEALTH

67.6 ENHANCEMENT: Parking Enforcement Vehicle - Funded **2013 - \$120,000**
2014 - \$0

This offer is 100% funded from Parking reserves. This offer funds the purchase of a license plate recognition system and vehicle for Parking Enforcement. The demand for enforcement is increasing, particularly in neighborhoods near Downtown and around the CSU campus. This one-time purchase will give Parking Services a way to increase the enforcement area without adding additional personnel. This offer is linked to Offer 67.1: Parking Operations.

67.7 ENHANCEMENT: Parking Lot Refurbishment - Funded **2013 - \$50,000**
2014 - \$50,000

This offer is 100% funded from Parking reserves. This offer provides funds to refurbishment five Downtown surface parking lots over a two-year period. Parking lots need to be refurbished periodically to restore the surface, re-do the stripes and signs, and repair the lights and landscaping. It has been several years since the last refurbishment of Downtown parking lots, and they are in varying states of disrepair. This offer is linked to Offer 67.1: Parking Operations.

67.8 ENHANCEMENT: Parking Pay Machine - Funded **2013 - \$70,000**
2014 - \$0

This offer is 100% funded from Parking reserves. The purpose of this offer is to purchase and install one new pay-in-lane machine in the LaPorte Avenue exit lane of the Civic Center Parking Structure. This offer is linked to Offer 67.1: Parking Operations.

67.9 ENHANCEMENT: Parking Security System Refurbishment - Funded **2013 - \$50,000**
2014 - \$0

This offer is 100% funded from Parking reserves. This offer provides the funding to refurbish the parking security system, consisting of video cameras, microphones, recording devices, central computer server, and related equipment. The system is old and at the end of its useful life. Critical components need to be replaced to ensure the functionality of the system. This offer is linked to Offer 67.1: Parking Operations.

ECONOMIC HEALTH

76.1 General Improvement District (GID) #1 Administration and Projects - Funded **2013 - \$78,666**
2014 - \$79,001

This offer is for the General Improvement District #1 (GID). The GID receives revenues of about \$300,000 per year from a mill levy on taxable property in the Downtown commercial area within a specified boundary, along with interest on reserves and an auto-specific ownership tax. GID revenues are used to fund public parking, pedestrian and beautification improvements. Expenses may include design, construction, maintenance and operation of GID-funded improvements. Example improvements are streetscapes, medians and corner plazas, Oak Street Plaza, and the Oak/Remington parking lot. In 2013 and 2014, \$20,000 is budgeted annually for ongoing sidewalk, curb and gutter replacements. Remaining revenues will be allowed to accumulate for projects to be determined. To determine the next project(s) to be funded, staff will continue to pursue projects in the 2011 Capital Improvements Plan. The GID is administered by the Advance Planning Department in collaboration with other departments as appropriate, typically including Parks and Engineering, as well as the Downtown Development Authority.

92.1 KFCG: Lincoln Triangle Strategic Plan and Lincoln Boulevard Plan - Funded **2013 - \$275,000**
2014 - \$0

This offer is to fund the development of the Lincoln Avenue Corridor Strategic Plan. This planning effort will develop the blueprint for public and private investment in this important corridor linking the Lincoln corridor to the River District and Downtown to create a quality place while strengthening and revitalizing one of the City's oldest business centers. The plan will include a first step to develop a corridor vision based on an assessment and analysis of existing information and public input. The second component of the plan involves identifying strategies to achieve the vision, and the third component includes identifying specific actions, timelines, and funding to implement the plan recommendations.

94.1 District One and Downtown Crime Prevention - Funded **2013 - \$1,116,912**
2014 - \$1,148,009

This offer funds salary and benefits of one sergeant, nine officers and a crime prevention specialist that comprise District One, and the facility lease costs. D1 provides police services to Downtown and adjacent neighborhoods.

D1 addresses police-related issues specific to Downtown by using a number of strategies including dedicated patrol and service call response, and investing heavily in partnerships with community, business, and campus groups. The goal is to prevent and reduce criminal and disorderly acts, and address quality of life issues by examining and applying appropriate problem-solving remedies.

Downtown Fort Collins is nationally renowned, making it vital to the vibrancy and economic vitality of Fort Collins. This also creates issues of crime and disorder often involving complex social issues such as transient substance abuse, bar disturbances, disorderly youth, bicycle/skateboard/pedestrian conflict, special events, etc. These issues require collaborative relationships between law enforcement and the individuals and organizations they serve to develop innovative solutions, coordinate resources, and mobilize involvement to enhance the quality of life Downtown.

Police Services would have to provide services for Downtown issues even if D1 did not exist as a team. D1 was created to more effectively and efficiently address those issues. Police Services increased the size of the D1 Team in 2011 by reprioritizing existing resources.

ECONOMIC HEALTH

130.2 KFCG ENHANCEMENT: Midtown Corridor College Avenue Boulevard Transportation Study - 2013 - \$200,000
Funded 2014 - \$0

Transportation Planning is submitting this offer to conduct the Midtown Corridor College Avenue Boulevard Transportation Study. This study is in response to next steps identified in the Midtown Redevelopment Study completed 2010, and as identified as an action item in the Transportation Master Plan.

The City completed a Midtown Commercial Redevelopment Study in early 2010 that evaluated the economic conditions of the Midtown Corridor and identified community vision for the area. The study's next steps identified the need to complete a College Avenue boulevard to support redevelopment scenarios identified in the study. This includes developing a functional, safe, context-sensitive boulevard for pedestrians, cars, and bicycles and providing improved connections to the Mason Corridor along College Avenue/US287, from Prospect Road south to Harmony Road.

132.1 Community Development and Neighborhood Services Customer Service & Administration - 2013 - \$733,943
Funded 2014 - \$748,351

This offer funds the customer, administrative and financial services for the Community Development & Neighborhood Services (CDNS) Department. This group models collaboration and the leveraging of City resources for the benefit of the community through the consolidation of what once were disparate work groups who now partner together to provide a wide array of services. This approach has enabled us to provide customers with much higher levels of service by meeting most of their needs in one location. We have increased our efficiency through eliminating work load duplications, and have improved the predictability and sustainability of our service through formal and ongoing cross-training efforts. This group of employees serves as the initial contact for all customers who call or visit 281 N. College Ave. for assistance with development, construction, building, historic preservation, code compliance and neighborhood services. They then provide ongoing guidance and support for all related activities. For 2013 and 2014 our services will be expanded to include support for long range planning and restorative justice activities.

The services provided by CDNS greatly impact the economic and environmental health, safety, sustainability and livability of our community. This group is integrally involved in all of the services and activities provided. Service fees collected cover 85% of all offer expenses.

ECONOMIC HEALTH

132.2 Planning and Zoning Services - Funded

2013 - \$758,723

2014 - \$770,602

This offer funds the Current Planning and Zoning Services provided for Community Development & Neighborhood Services as part of the City's Development Review Center (DRC). The DRC functions as a central location for most development and construction activities in the City. This structure facilitates collaboration and the leveraging of City resources for the benefit of the community through the consolidation of what once were disparate work groups who now partner together to provide a wide array of services. This approach has enabled us to provide customers with much higher levels of service by meeting most of their needs in one location. We have increased our efficiency through eliminating work load duplications and have improved the predictability and sustainability of our service through technology and cross-training efforts. This particular staff group manages and administers the Land Use Code and ensures that all development proposals are in alignment with this, as well as all other City codes, standards and policies from the conceptual design stage through certificate of occupancy.

The services provided by the DRC greatly impact the economic and environmental health, safety, sustainability and livability of our community. This group is integrally involved in all of the services and activities provided. Service fees collected cover 20% of offer expenses related to Current Planning and 50% of offer expenses related to Zoning.

132.3 Building Services - Funded

2013 - \$1,004,259

2014 - \$1,025,008

This offer funds the programs within Community Development & Neighborhood Services (CDNS) that manage, implement and enforce City and State codes related to the construction, remodeling, alteration, repair and demolition of buildings and structures located within the City in order to safeguard life, health and community safety. The primary services provided by this offer include regular code updates and implementation; assuring that minimum construction standards are maintained; identifying hazardous structures and enforcing corrective action; responding to a variety of emergency situations that result in building damage, such as fires, accidents, or weather-related incidents (floods, hail, wind, and heavy snows); enforcing contractor licensing requirements; and enforcing rental housing standards and Green codes. Additionally, guidance and training is provided to applicants related to building permitting and inspection processes and requirements, as well as providing high level technical assistance related to interpreting and complying with complex codes.

The services provided by CDNS greatly impact the economic and environmental health, safety, sustainability and livability of our community. This group is integrally involved in all of the services and activities provided. Service fees collected cover 90% of all offer expenses related to Plan Review and 85% of all offer expenses related to Building Inspection.

ECONOMIC HEALTH

132.4 Engineering Services - Funded

2013 - \$481,337

2014 - \$492,284

The City of Fort Collins is growing and evolving. As a community we decided that development should pay its own way. The Development Review Center regulates the local development market and includes Engineering Development Review (Engineering, Traffic, and Surveying). Engineering Development Review works with applicants from the inception of a project through to construction, acceptance and completion by reviewing plans for consistency with adopted land use policies and development standards. We ensure that development is consistent with the City's overall plans for our growth as described in City Plan and other adopted subarea master plans, and that it meets our collective functional and aesthetic standards as laid out in the Land Use Code and Municipal Code. We also ensure that our community has high quality public infrastructure constructed according to Larimer County Urban Areas Street Standards (LCUASS).

Other Services include:

- Land Use Code and LCUASS revisions – participate in the discussion and preparation of updates, revisions and changes.
- Special Projects including collaborative review and charrette process, and review of development fees.
- Management files and the 'Vault' (the location containing records of all approved utility plans, site plans, landscape plans and plats approved by the City).

132.5 ENHANCEMENT: Building Services Staff - Funded

2013 - \$89,642

2014 - \$98,337

This offer requests a 1 FTE contractual Building Inspector and a .5 FTE classified Plans Analyst for Community Development & Neighborhood Services (CDNS). The positions would join the Building Services group as an integral part of Development Review Center efforts. Service fees collected would cover 85% of the Building Inspector expenses and 90% of the Plans Analyst expenses.

The services provided by CDNS greatly impact the economic and environmental health, safety, sustainability and livability of our community. According to the National Association of Home Builders, every single-family home built creates 3 jobs; a 100-unit, multi-family project creates 80 jobs due to the new construction and 32 jobs in response to the new consumer demand (ongoing). For 2011, we issued 289 new residential permits; a 55% increase over 2010 and an 84% increase over 2009. The Colorado Governor's Office of State Planning and Budgeting is projecting that Colorado housing permits will increase 22.3% in 2012 and 25% in 2013, indicating that we will continue to support and add to the City's economic health through these services. In addition to new jobs, these activities also provide ongoing revenues to the City through fees and taxes.

ECONOMIC HEALTH

132.6 ENHANCEMENT: Building & Development Review Tech - Funded **2013 - \$29,361**
2014 - \$32,994

This offer requests a .5 FTE Building & Development Review Tech position for Community Development & Neighborhood Services (CDNS). The position would join the Customer & Admin services team as an integral part of Development Review Center efforts. Service fees collected would cover 85% of this offer's expenses.

The services provided by CDNS greatly impact the economic and environmental health, safety, sustainability and livability of our community. According to the National Association of Home Builders, every single-family home built creates 3 jobs; a 100-unit, multi-family project creates 80 jobs due to the new construction and 32 jobs in response to the new consumer demand (ongoing). For 2011, we issued 289 new residential permits; a 55% increase over 2010 and an 84% increase over 2009. The Colorado Governor's Office of State Planning and Budgeting is projecting that Colorado housing permits will increase 22.3% in 2012 and 25% in 2013, indicating that we will continue to support and add to the City's economic health through these services. In addition to new jobs, these activities also provide ongoing revenues to the City through fees and taxes.

132.7 ENHANCEMENT: Planning Manager - Funded **2013 - \$90,294**
2014 - \$111,060

This offer funds a 1 FTE Planning Manager in the Community Development & Neighborhood Services (CDNS) Department. This position is integral to one facet of restructuring efforts that are currently underway in the Policy, Planning & Transportation Service area that will result in the merging of four separate divisions into one. These include: Long Range Planning that currently exists in the Advance Planning Department, and Current Planning, Zoning and Historic Preservation, all of which currently exist in CDNS. These work groups will form a new division within CDNS called "Planning."

132.8 ENHANCEMENT: Development Review Systems Specialist - Funded **2013 - \$51,396**
2014 - \$52,494

This offer requests a .5 FTE Systems Specialist to support technology efforts associated with Development Review Center and Code Enforcement activities. The development review, permitting, inspection contractor licensing and enforcement functions provided by these groups have become fully automated over the past four years. This has included the consolidation of multiple disparate systems into one, which has enabled us to provide better service to customers, more efficiently, and with more transparency and predictability. Numerous departments work simultaneously in the system on each project, permit or case, to enter review comments, holds and approvals. This system also tracks specific project data, parcel and owner information, professionals associated with a project, inspection and related results, fees and payments, special notices and conditions, and City-specific information such as historic districts, floodplain, river buffers, zoning, etc.

The services provided by CDNS greatly impact the economic and environmental health, safety, sustainability and livability of our community through these efforts. In addition to new jobs, these activities also provide ongoing revenues to the City through fees and taxes. This technology is critical to our ability to deliver our services to the Community. Service fees collected would cover 100% of the expenses for this position.

ECONOMIC HEALTH

132.9 ENHANCEMENT: Building Services Staff - Funded **2013 - \$73,962**
2014 - \$74,502

This offer requests 1 FTE Contractual Building Inspector and additional hourly funds for Community Development & Neighborhood Services (CDNS) for the purpose of providing enhanced roofing inspection services. This request is a result of concerns expressed by roofing contractors to City Council and City management staff. The services offered will help increase the safety of the community, decrease liability for the homeowner and contractors, support environmental efforts through decreased trips, and increase efficiency and the overall customer experience. These resources would join the Building Services group as an integral part of Development Review Center efforts. Service fees collected would fund 85% of expenses.

The services provided by CDNS greatly impact the economic and environmental health, safety, sustainability and livability of our community. According to the National Association of Home Builders, every single-family home built creates 3 jobs; a 100-unit, multi-family project creates 80 jobs due to the new construction and 32 jobs in response to the new consumer demand (ongoing). For 2011, we issued 289 new residential permits; a 55% increase over 2010 and an 84% increase over 2009. The Colorado Governor's Office of State Planning and Budgeting is projecting that Colorado housing permits will increase 22.3% in 2012 and 25% in 2013, indicating that we will continue to support and add to the City's economic health through these services.

168.1 Historic Preservation - Funded **2013 - \$139,118**
2014 - \$141,716

This package funds 1 FTE Preservation Planner, CSU interns, and support to the Landmark Preservation Commission to:

- Manage Grants: In 2011, seven grant projects totaling \$1.123M in direct funding, generated \$6.738M in indirect revenue, and included the \$700,000 restoration of the Avery Block at no cost to the City, and the \$215,000 rehabilitation of the Paramount Cottage Camp resulting in 16 affordable housing units.
- Solicit national, state and local recognition for Fort Collins, including National Trust's Dozen Distinctive Destination and designation as a "Preserve America Community" by the White House.
- Manage nine unique federal, state and local financial programs. In addition to the revenue these generate, the funded projects enhance the quality and livability of Fort Collins and its recognition as a World Class City.
- Develop and implement plans, programs, policies and strategies.
- Oversee key planning and community development projects involving historic resources.
- Represent City's historic preservation interests to federal and state agencies, other local governments, and the community.
- Serve as City liaison for federal Certified Local Government program.
- Staff Landmark Preservation Commission.
- Review development applications for compliance with codes and for adherence to City Plan and other planning documents.

ECONOMIC HEALTH

168.2 KFCG ENHANCEMENT: Historic Preservation Programming - Funded **2013 - \$166,928**
2014 - \$168,920

This offer supports the Historic Preservation offer (168.1). It requests 1 FTE Historic Preservation Planner, \$25,000 each year for the highly successful Landmark Rehabilitation Loan Program, \$15,000 each year for Grant Matching Funds, \$40,000 each year for the Design Assistance Program, and \$6,000 each year for Property Surveys.

168.3 ENHANCEMENT: Historic Preservation Planner 0.2 FTE Increase - Funded **2013 - \$15,242**
2014 - \$17,487

This package increases the Historic Preservation Planner from .8 FTE to 1 FTE status to:

- Manage Grants: In 2011, seven grant projects totaling \$1.123M in direct funding, generated \$6.738M in indirect revenue, and included the \$700,000 restoration of the Avery Block at no cost to the City, and the \$215,000 rehabilitation of the Paramount Cottage Camp resulting in 16 affordable housing units.
- Solicit national, state and local recognition for Fort Collins, including National Trust's Dozen Distinctive Destination and designation as a "Preserve America Community" by the White House.
- Manage nine unique federal, state and local financial programs. In addition to the revenue these generate, the funded projects enhance the quality and livability of Fort Collins and its recognition as a World Class City.
- Develop and implement plans, programs, policies and strategies.
- Oversee key planning and community development projects involving historic resources.
- Represent City's historic preservation interests to federal and state agencies, other local governments, and the community.
- Serve as City liaison for federal Certified Local Government program.



Economic Health

Fort Collins promotes a healthy, sustainable economy reflecting community values.

Primary Factors

**Create
Diversity**

**Ensure
Resiliency**

**Provide
Opportunity**

**Preserve
Place**

Secondary/Causal Factors

- Balance talent/workforce
- Encourage retail mix/opportunities
- Recruit unique businesses
- Support target industry clusters
- Encourage collaboration and partnerships

- Strengthen business retention & expansion
- Foster transparency
- Ensure retail sales diversity
- Maintain effective/efficient City processes
- Encourage collaboration and partnerships

- Promote incubation & recruitment
- Foster intellectual property
- Partner to identify and address challenges to business
- Support access to capital
- Resource infrastructure to meet business needs
- Encourage collaboration and partnerships

- Encourage housing affordability
- Support community values
- Champion local businesses
- Ensure access/usability of business centers
- Provide safety
- Protect local aesthetics
- Encourage collaboration and partnerships



Economic Health Request for Results

Team Members

Chairperson:	Ginny Sawyer, Community Development & Neighborhood Services
Budget Liaison:	Jessica Ping-Small, Finance
Communications:	Jill Mueggenberg, Recreation
Members:	Josh Birks, Economic Development
	Bill Whirty, Parks
	Dean Cunningham, Patrol
	Timothy Wilder, Advance Planning
	McCabe Callahan, Citizen Participant

Result

Fort Collins promotes a healthy, sustainable economy reflecting community values.

Introduction/Summary of Results Map

The 2012 Results Team had in-depth discussions regarding what promotes and reflects a healthy economy. Based on these conversations, the current Results Map and accompanying Request for Results (RFR) have been simplified in comparison to past years. The Results Map articulates the Team's goal to identify foundational elements while allowing for creativity, innovation, and continuance of effective strategies and programs.

The Team has also worked to align aspects of the Map and RFR to both Plan Fort Collins and the Draft Economic Strategic Plan. Ideally, the high level alignment concepts will remain while allowing future budgeting cycles the flexibility to focus on specific needs, trends, and relevant measures.

The map contains four primary factors focusing on diversity, resiliency, opportunity, and place. An emphasis was placed on the importance of utilizing collaboration and partnerships as a way of doing business by including "collaboration and partnerships" as a causal factor under each Primary Factor. Six indicators and their measurements are also contained in the RFR along with nine purchasing strategies to guide sellers in creating their offers.

Indicators

Indicator 1: Measure job growth in targeted industry clusters.

Measure:

- Track the total number of jobs in the five industry clusters.

Target: Increase by 2.5 % annually.

This measure captures local job growth and provides comparison data to national numbers. By focusing on the industry clusters we can also gauge the effect of City support in these areas. Growth in new and emerging industries also helps to diversify our economy.

Indicator 2: Maximize retail sales efficiency.

Measures:

- Track regional and local sales.

Target: Ensure current sales ratios are maintained.

- Track locally earned income spent outside of Fort Collins.

Target: Keep this sales leakage at or below the current level of 17%.

Sales tax is a significant source of revenue for services. By tracking sales both regionally and locally the City can gauge the economic health of the community and can identify and mitigate where sales leakage is happening; thereby maximizing sales efficiency and ensuring that we continue to be a net importer.

Indicator 3: Support efforts to match the local workforce to job needs in the community.

Measure:

- Narrow the gap of the resident education level versus the local job educational requirements.

Target: Decrease the gap by 2-3% every 10 years.

As a community it is important to try to **balance** the job skills needed with the skills of the available workforce. By tracking and minimizing the gap between these two measures we can support both employee and employer needs in the community.

Indicator 4: Receive recognition as a quality of place community.

Measure:

- Track Citizen Survey response to the question rating overall economic health.

Target: Maintain a "Very Good" or "Good" response rate of 40% or better on the "Overall economic health of Fort Collins" citizen survey question.

These national and local recognitions speak to both the perceptions and realities within our community and beyond. By continuing to maintain high citizen survey results related to economic health we can ensure that City's efforts are on track. The 40% target is based on 2012 results.

Indicator 5: Enhance the innovation ecosystem.

Measures:

- Foster local intellectual property.

Target: Maintain 1 patent per 1,000 residents (U.S. Patent Office).

- Monitor the number and dollar value of capital investments in private companies within the incubation ecosystem.

Target: Increase the dollar value of these capital investments to \$20 million by 2014 (Rocky Mountain Innosphere and CSU companies.)

Fort Collins as a community values innovation and entrepreneurship. These measures help us to ensure that we are cultivating the intellectual property and leveraging the necessary assets to perpetuate and enhance this culture and community value. In 2011, the Rocky Mountain Innosphere assisted private companies within the incubation program with raising \$10.0 million in capital investments.

Indicator 6: Expand and strengthen existing business.

Measure:

- Track jobs retained and/or created through City assistance to companies within the growth management area.

Target: Increase the number of jobs created or retained by 5% annually within the City boundary.

Maintaining and increasing local jobs benefits the economic health of our community. By measuring and tracking jobs within businesses which the City has provided direct assistance we can determine the impact of these services.

Purchasing Strategies

We are looking for offers that:

1. Enhance opportunities for both businesses and the local workforce.
Primary Factors: Create Diversity and Provide Opportunity
2. Support the innovative and entrepreneurial spirit of Fort Collins.
Primary Factors: Create Diversity and Provide Opportunity
3. Focus on fostering a diverse mix of employment and retail opportunities.
Primary Factors: Ensure Resiliency and Create Diversity
4. Build upon the Quality of Place that exists in Fort Collins.
Primary Factors: Preserve Place
5. Revitalize and strengthen business centers.
Primary Factors: Preserve Place and Provide Opportunity
6. Provide a safe and enjoyable experience in shopping, dining, and retail centers.
Primary Factors: Preserve Place and Ensure Resiliency
7. Demonstrate collaborations and leverage City resources for the benefit of the community.
Primary Factors: Create Diversity, Ensure Resiliency, Provide Opportunity and Preserve Place
8. Ensure timely and thorough policy plan implementation, creation, and updating.
Primary Factors: Ensure Resiliency and Preserve Place
9. Provide transparent, predictable and efficient processes for citizens and businesses interacting with the City.
Primary Factors: Ensure Resiliency

Rationale for RFR and Primary and Secondary Factors

It is the team's expectation that offers should align with relevant Council approved plans with emphasis on Plan Fort Collins and the Draft Economic Strategic Plan.

The process for defining primary factors, secondary/causal factors and indicators involved taking a broad view of the characteristics and specific elements that make-up and encourage a healthy, sustainable economy. The Team will accept a wide variety of offers that meet the needs of the business community, the local workforce, and the residents of the community as a whole.



ENVIRONMENTAL HEALTH

Fort Collins promotes, protects, and enhances a healthy and sustainable environment.

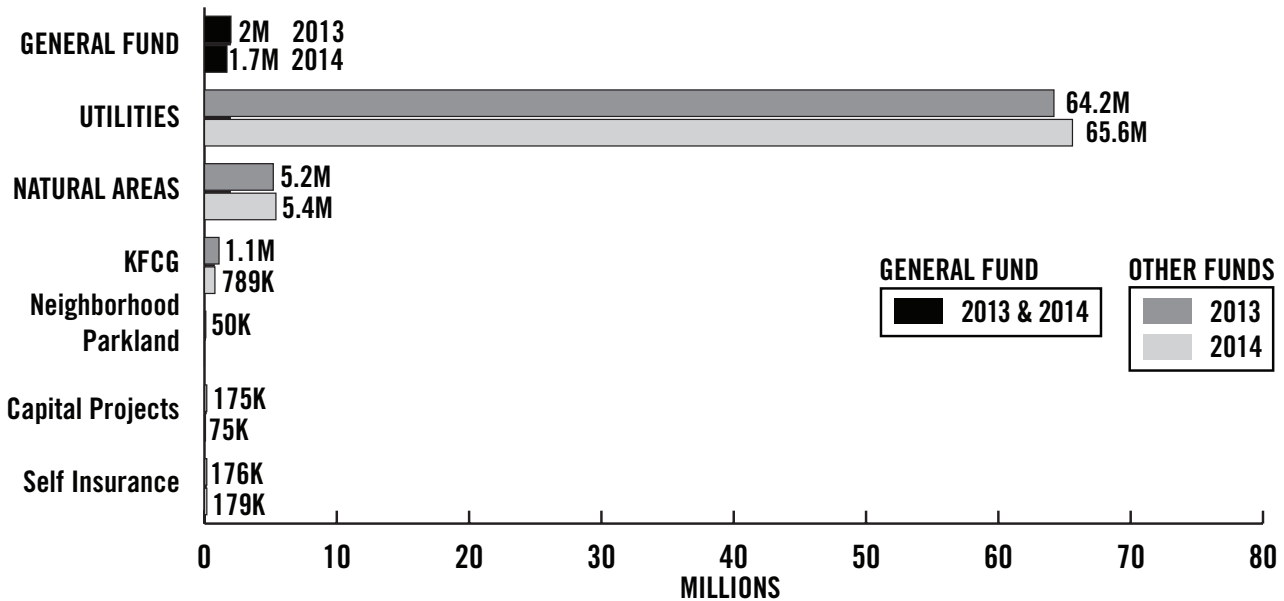




Environmental Health

2013 GENERAL FUND & OTHER FUNDS – 72.9
 2014 GENERAL FUND & OTHER FUNDS – 73.8

- Water
- Wastewater
- Natural Areas
- Environmental Services



OVERVIEW

The Environmental Health Result Area funds a variety of programs that are a high priority for our community and City Council. The majority of this budget funds efficiency and conservation programs in the water and electric utilities, as well as the Utilities Light and Power renewable energy purchase. The Environmental Health Result Area also includes offers funded by the dedicated .25% sales tax for natural areas.

The budget continues support of the newly formed Sustainability Services Area and related programs including FortZED, Fort Collins' effort to create a zero energy district. It also adds resources for Poudre River restoration and rehabilitation as well as recreation, habitat and stormwater improvements to the river in the Downtown core. This budget also makes new investments in solar energy with inclusion of a variety of solar incentives and programs.

The dedicated Natural Areas funds are used for land management of approximately 34,976 acres of public land. Funds are also allocated for land conservation and program leadership.

This Result Area also includes the offers for core water and wastewater programs, and services, including the water and wastewater system distribution, treatment and various capital projects. In addition, the Environmental Health Result Area funds Utilities engineering services, environmental regulation management and water conservation programs.

FUNDING SOURCES

Though the entire Environmental Health Result Area encompasses nearly \$73 million in funded environmental programs, the bulk of the funding in the Result Area comes from fees and charges for water and wastewater services, as well as a small portion from electric (This budget anticipates that a 4% rate increase in water in 2013 and 2014. Additionally, the budget anticipates no rate increase in wastewater for 2013 and a 3% increase in 2014).

The second most significant revenue stream is the quarter-cent sales tax dedicated exclusively to Natural Areas programs.

KEY PURCHASES

- Water and Wastewater Utilities including capital projects
- Renewable energy program and energy conservation programs
- Natural Areas programs including land conservation and management, education, and resource management
- FortZED
- ClimateWise Program
- Household Hazardous Waste Community Drop-Off Events

ENHANCEMENTS PURCHASED

- Fort Collins Solar Program, Small-Scale Solar Incentives program, and Community Solar Garden
- Integrated Recycling Facility and other recycling programs
- Climate Adaptation Planning
- Green Purchasing
- Oil and Gas Liaison
- Poudre River restoration and rehabilitation; Downtown river recreation, habitat and stormwater improvements; Poudre River ecosystem response model
- New Positions
 - Environmental Services Administrative Support (.25 FTE)
 - Energy Conservation Program Coordinator (.5 FTE)
 - Natural Areas Department Administration Assistant (.25 FTE)
 - Green Purchasing Buyer (1 FTE)

EXAMPLES OF SERVICE ENHANCEMENTS NOT PURCHASED

- Expanded Carbon Accounting Services & Support
- Increased Water Conservation (Xeriscape) programs
- Utilities Service Center building additions and remodel, energy efficiency improvements, and central heating/cooling plant
- Big Belly Recycling expansion

Drilling Platform - Ranked Offers by Outcome

Budget Years: 2013 - 2014

ENVIRONMENTAL HEALTH - 2013

Offer	Offer Cost Total	Offer Funding			
		GENERAL FUND Dedicated	GENERAL FUND Ongoing	OTHER FUNDS	RESERVES
62.1 Water Reclamation & Biosolids	7,000,686	0	0	7,000,686 <i>Wastewater Fund</i>	0
154.1 Natural Areas Land Conservation	2,205,195	0	0	2,205,195 <i>Natural Areas Fund</i>	0
60.1 Water Resources Division	2,325,739	0	0	2,325,739 <i>Water Fund</i>	0
64.1 Wastewater Engineering & Field Services	2,141,570	0	0	2,141,570 <i>Wastewater Fund</i>	0
166.1 Utilities Capital Project - Wastewater System Replacement	1,629,838	0	0	214,285 <i>Wastewater Fund</i>	1,415,553 <i>Wastewater Fund</i>
58.1 Water Resources & Treatment Services	8,036,548	0	0	8,036,548 <i>Water Fund</i>	0
63.1 Water Engineering & Field Services	3,566,287	0	0	3,566,287 <i>Water Fund</i>	0
65.2 Water Conservation	700,482	0	0	700,482 <i>Water Fund</i>	0
221.1 Utilities Capital Project - Mulberry Bridge Sewer Realignment	560,000	0	0	560,000 <i>Wastewater Fund</i>	0
134.2 Utilities Capital Project - LaPorte Avenue Waterline Improvements	800,000	0	0	0	800,000 <i>Water Fund</i>
108.1 Energy Services	3,866,861	0	0	3,866,861 <i>Light & Power Fund</i>	0

Drilling Platform - Ranked Offers by Outcome

Budget Years: 2013 - 2014

ENVIRONMENTAL HEALTH - 2013

Offer	Offer Cost Total	Offer Funding			
		GENERAL FUND Dedicated	GENERAL FUND Ongoing	OTHER FUNDS	RESERVES
179.1 Community Spill Response Services	56,200	0	0	56,200 <i>Stormwater Fund</i>	0
141.1 Utilities Capital Project - Source Of Supply Replacements	550,000	0	0	550,000 <i>Water Fund</i>	0
207.1 Utilities Capital Project - Mulberry Bridge Waterline Relocation	200,000	0	0	200,000 <i>Water Fund</i>	0
131.1 Utilities Capital Project - Water Supply Development	100,000	0	0	100,000 <i>Water Fund</i>	0
218.2 KFCG ENHANCEMENT: Ecosystem Response Model	100,000	0	0	100,000 <i>Keep Fort Collins Great Fund</i>	0
218.3 KFCG ENHANCEMENT: Poudre River Instream Flows	100,000	0	0	100,000 <i>Keep Fort Collins Great Fund</i>	0
218.4 KFCG ENHANCEMENT: Poudre River Restoration and Rehabilitation	400,000	0	0	166,721 <i>Keep Fort Collins Great Fund</i>	233,279 <i>Keep Fort Collins Great Fund</i>
154.2 Natural Areas Resource Management	1,550,957	0	0	1,550,957 <i>Natural Areas Fund</i>	0
218.1 Poudre River Sustainability Director	53,395	0	53,395	0	0
159.1 ENHANCEMENT: Utilities Capital Project - Brewery Waste Carbon Source Study	60,500	0	0	0	60,500 <i>Wastewater Fund</i>

ENVIRONMENTAL HEALTH - 2013

Offer	Offer Cost Total	Offer Funding			
		GENERAL FUND Dedicated	GENERAL FUND Ongoing	OTHER FUNDS	RESERVES
137.1 Utilities Capital Project - Halligan Reservoir Enlargement	190,000	0	0	190,000	0
				<i>Water Fund</i>	
154.3 Natural Areas Land Management	612,020	0	0	612,020	0
				<i>Natural Areas Fund</i>	
134.1 Utilities Capital Project – Water Distribution System Replacement	1,780,708	0	0	0	1,780,708
					<i>Water Fund</i>
110.1 Renewable Energy Purchased from Platte River Power Authority (PRPA)	1,824,000	0	0	1,824,000	0
				<i>Light & Power Fund</i>	
136.1 Utilities Capital Project - Cathodic Protection	552,000	0	0	552,000	0
				<i>Water Fund</i>	
9.4 ENHANCEMENT: Integrated Recycling Facility	500,000	0	0	0	500,000
					<i>General Fund</i>
154.4 Natural Areas Department Management	810,873	0	0	810,873	0
				<i>Natural Areas Fund</i>	
178.1 Household Hazardous Waste Community Drop-Off Events	129,000	0	32,000	97,000	0
				<i>Stormwater Fund</i>	
9.1 Environmental Services Staffing and Programs	1,118,012	0	1,075,672	42,340	0
				<i>Utility CS&A Fund</i>	
104.1 ClimateWise	409,285	0	86,148	323,137	0
				<i>Light & Power Fund</i>	

ENVIRONMENTAL HEALTH - 2013

Offer	Offer Cost		Offer Funding			
	Total	Dedicated	GENERAL FUND Ongoing	OTHER FUNDS	RESERVES	
138.1 Utilities Capital Project - Water Production Replacement Program	521,000	0	0	521,000	0	<i>Water Fund</i>
163.1 Utilities Capital Project - Water Reclamation Replacement	1,166,500	0	0	1,166,500	0	<i>Wastewater Fund</i>
135.1 Utilities Capital Project - Meter Replacement & Rehabilitation	800,000	0	0	192,869	607,131	<i>Water Fund</i> <i>Water Fund</i>
164.1 Utilities Capital Project - Sludge Disposal Program	199,800	0	0	199,800	0	<i>Wastewater Fund</i>
108.3 Energy Services Demand Response	170,000	0	0	170,000	0	<i>Light & Power Fund</i>
218.5 ENHANCEMENT: Downtown Poudre River Recreation, Habitat and Stormwater Improvements	225,000	0	0	225,000	0	<i>Neighborhood Parkland Fund</i> <i>Capital Projects Fund</i>
240.1 Regulatory & Governmental Affairs	748,913	0	0	748,913	0	<i>Self Insurance Fund</i> <i>Utility CS&A Fund</i>
165.1 Utilities Capital Project - Drake Water Reclamation Facility Capital Improvements	150,000	0	0	150,000	0	<i>Wastewater Fund</i>
197.2 KFCG ENHANCEMENT: Oil & Gas Liaison	40,000	0	0	40,000	0	<i>Keep Fort Collins Great Fund</i>
108.2 Energy Services On-Bill Financing	500,000	0	0	500,000	0	<i>Light & Power Fund</i>

ENVIRONMENTAL HEALTH - 2013

Offer	Offer Cost Total	Offer Funding			
		GENERAL FUND Dedicated	GENERAL FUND Ongoing	OTHER FUNDS	RESERVES
239.1 Stream Restoration & Best Management Practices Projects	650,000	0	0	650,000	0
				<i>Stormwater Fund</i>	
66.1 Wastewater Fund Payments & Transfers	9,241,114	0	0	9,241,114	0
				<i>City of Fort Collins Wastewater Fund</i>	
154.5 ENHANCEMENT: Natural Areas Department Administrative Assistant	16,029	0	0	16,029	0
				<i>Natural Areas Fund</i>	
65.1 Water Fund Payments & Transfers	10,218,046	0	0	10,218,046	0
				<i>City of Fort Collins Water Fund</i>	
128.1 FortZED Special Projects	125,000	0	0	125,000	0
				<i>Light & Power Fund</i>	
127.1 Mosquito Control	87,287	0	87,287	0	0
226.1 ENHANCEMENT: Utilities Capital Project - Dual System Design with CSU	100,000	0	0	100,000	0
				<i>Water Fund</i>	
104.2 KFCG: ClimateWise	75,000	0	0	75,000	0
				<i>Keep Fort Collins Great Fund</i>	
128.2 FortZED Grant Development	50,000	0	0	50,000	0
				<i>Light & Power Fund</i>	
9.7 ENHANCEMENT: Environmental Services Operational Enhancements	37,000	0	37,000	0	0
110.2 Community Renewables / Small-Scale Solar Incentives	250,000	0	0	250,000	0
				<i>Light & Power Fund</i>	

ENVIRONMENTAL HEALTH - 2013

Offer	Offer Cost Total	Offer Funding			
		GENERAL FUND Dedicated	GENERAL FUND Ongoing	OTHER FUNDS	RESERVES
108.4 Green Building / Building Energy Performance	170,000	0	0	170,000 <i>Light & Power Fund</i>	0
110.3 ENHANCEMENT: Community Renewables / Community Solar Garden	250,000	0	0	0	250,000 <i>Light & Power Fund</i>
9.2 KFCG: Municipal Sustainability Innovation Fund	100,000	0	0	100,000 <i>Keep Fort Collins Great Fund</i>	0
82.1 KFCG ENHANCEMENT: Climate Adaptation Planning	50,000	0	0	50,000 <i>Keep Fort Collins Great Fund</i>	0
9.5 KFCG ENHANCEMENT: Road to Zero Waste	70,000	0	0	70,000 <i>Keep Fort Collins Great Fund</i>	0
108.5 ENHANCEMENT: Energy Services Staffing	33,101	0	0	33,101 <i>Light & Power Fund</i>	0
110.4 ENHANCEMENT: Community Renewables / Fort Collins Solar Program	500,000	0	0	500,000 <i>Light & Power Fund</i>	0
82.3 ENHANCEMENT: Green Building Future	30,000	0	30,000	0	0
128.3 ENHANCEMENT: FortZED Engagement and Administration	58,000	0	58,000	0	0
85.1 KFCG ENHANCEMENT: Green Purchasing	88,028	0	0	88,028 <i>Keep Fort Collins Great Fund</i>	0
82.5 KFCG ENHANCEMENT: Environmental Sustainability Web Portal and Green Purchasing Website	82,117	0	0	82,117 <i>Keep Fort Collins Great Fund</i>	0

Drilling Platform - Ranked Offers by Outcome

Budget Years: 2013 - 2014

ENVIRONMENTAL HEALTH - 2013

Offer	Offer Cost		Offer Funding			
	Total	GENERAL FUND Dedicated	Ongoing	OTHER FUNDS	RESERVES	
113.1 ENHANCEMENT: Electric Vehicle Charging Stations	100,000	0	0	0	100,000	<i>Light & Power Fund</i>
58.2 ENHANCEMENT: Fire Mitigaton - Operations & Maintenance	1,073,376	0	0	1,073,376	0	<i>Water Fund</i>
244.1 ENHANCEMENT: Fire Mitigation Capital Improvements	987,953	0	0	987,953	0	<i>Water Fund</i>
Funded Offers	72,893,420	0	1,459,502	65,686,747	5,747,171	
127.2 KFCG ENHANCEMENT: Big Belly Recycling	50,000	0	0	0	50,000	<i>Keep Fort Collins Great Fund</i>
65.3 ENHANCEMENT: Water Conservation - Landscape Transform to Xeriscape	185,111	0	0	0	185,111	<i>Water Fund</i>
156.1 ENHANCEMENT: Utilities Capital Project - UV Disinfection System	829,000	0	0	0	829,000	<i>Wastewater Fund</i>
155.1 ENHANCEMENT: Utilities Capital Project - Digester Gas Treatment System	400,000	0	0	0	400,000	<i>Wastewater Fund</i>
158.1 ENHANCEMENT: Utilities Capital Project - Commercial Foodwaste Receiving Facility	156,000	0	0	0	156,000	<i>Wastewater Fund</i>
160.1 ENHANCEMENT: Utilities Capital Project - Biogas Electric Generator Set	135,000	0	0	0	135,000	<i>Wastewater Fund</i>

ENVIRONMENTAL HEALTH - 2013

Offer	Offer Cost Total	Offer Funding			
		GENERAL FUND Dedicated	Ongoing	OTHER FUNDS	RESERVES
98.2 ENHANCEMENT: Utilities Service Center Energy Efficiency Improvements	3,580,000	0	0	2,289,410	1,290,590
				<i>Light & Power Fund Stormwater Fund</i>	<i>Water Fund Wastewater Fund</i>
237.1 ENHANCEMENT: Compressed Natural Gas Fueling Site	520,371	0	0	300,371	220,000
				<i>Equipment Fund</i>	<i>Equipment Fund</i>
98.3 ENHANCEMENT: Utilities Service Center Central Heating/Cooling Plant	1,200,000	0	0	767,400	432,600
				<i>Light & Power Fund Stormwater Fund</i>	<i>Water Fund Wastewater Fund</i>
197.1 KFCG ENHANCEMENT: Evaluating Standards for Natural Habitat Buffers	50,255	0	0	50,255	0
				<i>Keep Fort Collins Great Fund</i>	
9.3 KFCG ENHANCEMENT: Expanded Carbon Accounting Services & Support	50,417	0	0	50,417	0
				<i>Keep Fort Collins Great Fund</i>	
104.3 KFCG ENHANCEMENT: ClimateWise	81,104	0	0	81,104	0
				<i>Keep Fort Collins Great Fund</i>	
104.4 KFCG ENHANCEMENT: ClimateWise Commuter Choices	90,700	0	0	90,700	0
				<i>Keep Fort Collins Great Fund</i>	
98.1 ENHANCEMENT: Utilities Service Center Building Addition	3,700,000	0	0	3,700,000	0
				<i>Light & Power Fund</i>	
82.4 KFCG ENHANCEMENT: Sustainable Fort Collins TV Series	83,000	0	0	83,000	0
				<i>Keep Fort Collins Great Fund</i>	

ENVIRONMENTAL HEALTH - 2013

Offer	Offer Cost		Offer Funding			
	Total	GENERAL FUND Dedicated	Ongoing	OTHER FUNDS	RESERVES	
237.2 ENHANCEMENT: Propane and Natural Gas Vehicle Conversions	85,000	0	85,000	0	0	
98.5 ENHANCEMENT: Utilities Vehicle Storage & Wash Bay	1,681,999	0	0	1,092,137	589,862	
				<i>Light & Power Fund Stormwater Fund</i>	<i>Water Fund Wastewater Fund Stormwater Fund</i>	
230.1 ENHANCEMENT: Sustainable Theatrical Lighting at the Lincoln Center	197,000	0	197,000	0	0	
82.2 ENHANCEMENT: Sustainability Community Relations Manager	71,399	0	71,399	0	0	
127.3 ENHANCEMENT: Pet Waste Removal	60,000	0	60,000	0	0	
Unfunded Offers	13,206,356	0	413,399	8,504,794	4,288,163	
Total Offers	86,099,776	0	1,872,901	74,191,541	10,035,334	

ENVIRONMENTAL HEALTH - 2014

Offer	Offer Cost		Offer Funding			
	Total		GENERAL FUND Dedicated	Ongoing	OTHER FUNDS	RESERVES
62.1 Water Reclamation & Biosolids	7,084,880		0	0	7,084,880 <i>Wastewater Fund</i>	0
154.1 Natural Areas Land Conservation	2,364,333		0	0	2,364,333 <i>Natural Areas Fund</i>	0
60.1 Water Resources Division	2,308,662		0	0	2,308,662 <i>Water Fund</i>	0
64.1 Wastewater Engineering & Field Services	2,199,827		0	0	2,199,827 <i>Wastewater Fund</i>	0
166.1 Utilities Capital Project - Wastewater System Replacement	1,605,357		0	0	881,470 <i>Wastewater Fund</i>	723,887 <i>Wastewater Fund</i>
58.1 Water Resources & Treatment Services	8,211,277		0	0	8,211,277 <i>Water Fund</i>	0
63.1 Water Engineering & Field Services	3,750,876		0	0	3,750,876 <i>Water Fund</i>	0
65.2 Water Conservation	705,933		0	0	705,933 <i>Water Fund</i>	0
134.2 Utilities Capital Project - LaPorte Avenue Waterline Improvements	1,300,000		0	0	0	1,300,000 <i>Water Fund</i>
108.1 Energy Services	3,887,944		0	0	3,887,944 <i>Light & Power Fund</i>	0
179.1 Community Spill Response Services	57,900		0	0	57,900 <i>Stormwater Fund</i>	0

ENVIRONMENTAL HEALTH - 2014

Offer	Offer Cost		Offer Funding			
	Total		GENERAL FUND		OTHER FUNDS	RESERVES
		Dedicated	Ongoing			
141.1 Utilities Capital Project - Source Of Supply Replacements	550,000	0	0	550,000	0	
				<i>Water Fund</i>		
131.1 Utilities Capital Project - Water Supply Development	100,000	0	0	100,000	0	
				<i>Water Fund</i>		
218.3 KFCG ENHANCEMENT: Poudre River Instream Flows	50,000	0	0	50,000	0	
				<i>Keep Fort Collins Great Fund</i>		
218.4 KFCG ENHANCEMENT: Poudre River Restoration and Rehabilitation	400,000	0	0	400,000	0	
				<i>Keep Fort Collins Great Fund</i>		
154.2 Natural Areas Resource Management	1,580,835	0	0	1,580,835	0	
				<i>Natural Areas Fund</i>		
218.1 Poudre River Sustainability Director	54,176	0	54,176	0	0	
137.1 Utilities Capital Project - Halligan Reservoir Enlargement	190,000	0	0	190,000	0	
				<i>Water Fund</i>		
154.3 Natural Areas Land Management	623,492	0	0	623,492	0	
				<i>Natural Areas Fund</i>		
134.1 Utilities Capital Project – Water Distribution System Replacement	1,622,935	0	0	0	1,622,935	
					<i>Water Fund</i>	
134.3 Utilities Capital Project - River District/Jefferson Street Design	100,000	0	0	100,000	0	
				<i>Water Fund</i>		

Drilling Platform - Ranked Offers by Outcome

Budget Years: 2013 - 2014

ENVIRONMENTAL HEALTH - 2014

Offer	Offer Cost Total	Offer Funding			
		GENERAL FUND Dedicated	GENERAL FUND Ongoing	OTHER FUNDS	RESERVES
110.1 Renewable Energy Purchased from Platte River Power Authority (PRPA)	1,824,000	0	0	1,824,000	0
				<i>Light & Power Fund</i>	
136.1 Utilities Capital Project - Cathodic Protection	306,000	0	0	306,000	0
				<i>Water Fund</i>	
9.4 ENHANCEMENT: Integrated Recycling Facility	237,000	0	0	0	237,000
					<i>General Fund</i>
154.4 Natural Areas Department Management	828,388	0	0	828,388	0
				<i>Natural Areas Fund</i>	
178.1 Household Hazardous Waste Community Drop-Off Events	136,000	0	32,000	104,000	0
				<i>Stormwater Fund</i>	
9.1 Environmental Services Staffing and Programs	1,135,676	0	1,092,468	43,208	0
				<i>Utility CS&A Fund</i>	
220.1 Utilities Capital Project - River District/Jefferson Street Sewer	50,000	0	0	50,000	0
				<i>Wastewater Fund</i>	
104.1 ClimateWise	418,803	0	87,888	330,915	0
				<i>Light & Power Fund</i>	
138.1 Utilities Capital Project - Water Production Replacement Program	2,900,000	0	0	1,265,158	1,634,842
				<i>Water Fund</i>	<i>Water Fund</i>
163.1 Utilities Capital Project - Water Reclamation Replacement	1,800,000	0	0	1,800,000	0
				<i>Wastewater Fund</i>	

ENVIRONMENTAL HEALTH - 2014

Offer	Offer Cost		Offer Funding			
	Total	GENERAL FUND Dedicated	Ongoing	OTHER FUNDS	RESERVES	
135.1 Utilities Capital Project - Meter Replacement & Rehabilitation	800,000	0	0	800,000	0	
				<i>Water Fund</i>		
164.1 Utilities Capital Project - Sludge Disposal Program	200,000	0	0	200,000	0	
				<i>Wastewater Fund</i>		
108.3 Energy Services Demand Response	170,000	0	0	170,000	0	
				<i>Light & Power Fund</i>		
218.5 ENHANCEMENT: Downtown Poudre River Recreation, Habitat and Stormwater Improvements	75,000	0	0	75,000	0	
				<i>Capital Projects Fund</i>		
240.1 Regulatory & Governmental Affairs	766,395	0	0	766,395	0	
				<i>Self Insurance Fund Utility CS&A Fund</i>		
165.1 Utilities Capital Project - Drake Water Reclamation Facility Capital Improvements	581,000	0	0	581,000	0	
				<i>Wastewater Fund</i>		
197.2 KFCG ENHANCEMENT: Oil & Gas Liaison	40,000	0	0	40,000	0	
				<i>Keep Fort Collins Great Fund</i>		
108.2 Energy Services On-Bill Financing	500,000	0	0	0	500,000	
					<i>Light & Power Fund</i>	
239.1 Stream Restoration & Best Management Practices Projects	650,000	0	0	650,000	0	
				<i>Stormwater Fund</i>		
66.1 Wastewater Fund Payments & Transfers	7,594,211	0	0	7,594,211	0	
				<i>City of Fort Collins Wastewater Fund</i>		

ENVIRONMENTAL HEALTH - 2014

Offer	Offer Cost		Offer Funding		
	Total	GENERAL FUND Dedicated	Ongoing	OTHER FUNDS	RESERVES
154.5 ENHANCEMENT: Natural Areas Department Administrative Assistant	16,614	0	0	16,614	0
				<i>Natural Areas Fund</i>	
9.8 ENHANCEMENT: Environmental Services Administrative Support	14,327	0	14,327	0	0
65.1 Water Fund Payments & Transfers	10,535,446	0	0	10,535,446	0
				<i>City of Fort Collins Water Fund</i>	
128.1 FortZED Special Projects	100,000	0	0	0	100,000
					<i>Light & Power Fund</i>
127.1 Mosquito Control	90,342	0	90,342	0	0
226.1 ENHANCEMENT: Utilities Capital Project - Dual System Design with CSU	50,000	0	0	50,000	0
				<i>Water Fund</i>	
104.2 KFCG: ClimateWise	75,000	0	0	75,000	0
				<i>Keep Fort Collins Great Fund</i>	
128.2 FortZED Grant Development	50,000	0	0	0	50,000
					<i>Light & Power Fund</i>
9.7 ENHANCEMENT: Environmental Services Operational Enhancements	37,000	0	37,000	0	0
110.2 Community Renewables / Small-Scale Solar Incentives	250,000	0	0	0	250,000
					<i>Light & Power Fund</i>
108.4 Green Building / Building Energy Performance	170,000	0	0	170,000	0
				<i>Light & Power Fund</i>	

ENVIRONMENTAL HEALTH - 2014

Offer	Offer Cost Total	Offer Funding			
		GENERAL FUND Dedicated	Ongoing	OTHER FUNDS	RESERVES
110.3 ENHANCEMENT: Community Renewables / Community Solar Garden	250,000	0	0	0	250,000
					<i>Light & Power Fund</i>
9.2 KFCG: Municipal Sustainability Innovation Fund	100,000	0	0	100,000	0
					<i>Keep Fort Collins Great Fund</i>
9.5 KFCG ENHANCEMENT: Road to Zero Waste	20,000	0	0	20,000	0
					<i>Keep Fort Collins Great Fund</i>
108.5 ENHANCEMENT: Energy Services Staffing	33,950	0	0	33,950	0
					<i>Light & Power Fund</i>
110.4 ENHANCEMENT: Community Renewables / Fort Collins Solar Program	1,000,000	0	0	1,000,000	0
					<i>Light & Power Fund</i>
82.3 ENHANCEMENT: Green Building Future	30,000	0	30,000	0	0
128.3 ENHANCEMENT: FortZED Engagement and Administration	50,500	0	50,500	0	0
85.1 KFCG ENHANCEMENT: Green Purchasing	83,820	0	0	83,820	0
					<i>Keep Fort Collins Great Fund</i>
82.5 KFCG ENHANCEMENT: Environmental Sustainability Web Portal and Green Purchasing Website	20,000	0	0	20,000	0
					<i>Keep Fort Collins Great Fund</i>
58.2 ENHANCEMENT: Fire Mitigaton - Operations & Maintenance	1,073,884	0	0	1,073,884	0
					<i>Water Fund</i>
Funded Offers	73,811,783	0	1,488,701	65,654,418	6,668,664

ENVIRONMENTAL HEALTH - 2014

Offer	Offer Cost Total	Offer Funding			
		GENERAL FUND Dedicated	GENERAL FUND Ongoing	OTHER FUNDS	RESERVES
65.3 ENHANCEMENT: Water Conservation - Landscape Transform to Xeriscape	178,422	0	0	0	178,422 <i>Water Fund</i>
156.1 ENHANCEMENT: Utilities Capital Project - UV Disinfection System	3,850,000	0	0	0	3,850,000 <i>Wastewater Fund</i>
155.1 ENHANCEMENT: Utilities Capital Project - Digester Gas Treatment System	1,900,000	0	0	0	1,900,000 <i>Wastewater Fund</i>
158.1 ENHANCEMENT: Utilities Capital Project - Commercial Foodwaste Receiving Facility	600,000	0	0	0	600,000 <i>Wastewater Fund</i>
160.1 ENHANCEMENT: Utilities Capital Project - Biogas Electric Generator Set	517,500	0	0	0	517,500 <i>Wastewater Fund</i>
237.1 ENHANCEMENT: Compressed Natural Gas Fueling Site	119,739	0	0	119,739	0 <i>Equipment Fund</i>
197.1 KFCG ENHANCEMENT: Evaluating Standards for Natural Habitat Buffers	48,069	0	0	48,069	0 <i>Keep Fort Collins Great Fund</i>
9.3 KFCG ENHANCEMENT: Expanded Carbon Accounting Services & Support	51,665	0	0	51,665	0 <i>Keep Fort Collins Great Fund</i>
104.3 KFCG ENHANCEMENT: ClimateWise	87,102	0	0	87,102	0 <i>Keep Fort Collins Great Fund</i>

ENVIRONMENTAL HEALTH - 2014

Offer	Offer Cost		Offer Funding			
	Total		GENERAL FUND Dedicated	Ongoing	OTHER FUNDS	RESERVES
98.4 ENHANCEMENT: Utilities Service Center Remodel	900,000		0	0	575,550 <i>Light & Power Fund Stormwater Fund</i>	324,450 <i>Water Fund Wastewater Fund</i>
104.4 KFCG ENHANCEMENT: ClimateWise Commuter Choices	89,697		0	0	89,697 <i>Keep Fort Collins Great Fund</i>	0
9.6 ENHANCEMENT: Healthy Sustainable Homes - 1/2-Time Volunteer Coordinator	41,714		0	41,714	0	0
82.4 KFCG ENHANCEMENT: Sustainable Fort Collins TV Series	52,000		0	0	52,000 <i>Keep Fort Collins Great Fund</i>	0
237.2 ENHANCEMENT: Propane and Natural Gas Vehicle Conversions	85,000		0	85,000	0	0
82.2 ENHANCEMENT: Sustainability Community Relations Manager	91,190		0	91,190	0	0
127.3 ENHANCEMENT: Pet Waste Removal	45,000		0	45,000	0	0
Unfunded Offers	8,657,098		0	262,904	1,023,822	7,370,372
Total Offers	82,468,881		0	1,751,605	66,678,240	14,039,036

ENVIRONMENTAL HEALTH

9.1 Environmental Services Staffing and Programs - Funded **2013 - \$1,187,146**
2014 - \$1,206,566

This offer provides the core staffing and programs of the Environmental Services Department. It includes 10 staff, including the director, who work to efficiently pursue Council policies on sustainability, air quality, climate protection, waste reduction and recycling, effective citizen engagement, and meaningful performance measurement. Programs in Environmental Services will deliver reductions in indoor and outdoor air pollution, increases in waste diversion and recycling, reductions in the environmental footprint of the municipal organization, education and outreach to employees and the community, coordination support for FortZED, and rigorous centralized environmental data tracking and reporting.

Three existing Environmental Services staff and associated programs are being transferred from KFCG funding to the General Fund. Funding for one half of an Environmental Planner position is being transferred from a Light and Power fund to the General Fund.

9.2 KFCG: Municipal Sustainability Innovation Fund - Funded **2013 - \$100,000**
2014 - \$100,000

This offer seeks to continue funding \$100,000 per year to implement efficient, innovative improvements to the City's physical plant and operational procedures that are not otherwise funded. These improvements will focus on reducing costs, reducing energy and water use, and reducing the City's environmental and carbon footprint. Projects are evaluated by an interdepartmental team using a triple-bottom-line approach. The Innovation Fund is not a new idea; many communities and organizations have implemented similar funds in the past decade. Poudre School District has its own version, which has helped the District save millions of dollars in operational costs while significantly reducing environmental impacts. The 2011 and 2012 projects implemented or planned from the existing City Municipal Sustainability Innovation Fund are expected to save more than \$22,700 per year in utility and maintenance costs, and reduce more than 120 metric tons of carbon emissions per year.

9.4 ENHANCEMENT: Integrated Recycling Facility - Funded **2013 - \$500,000**
2014 - \$237,000

A feasibility analysis was requested by Council in 2011 to examine materials that make up the bulk of what goes into Fort Collins' waste stream and how those discards could be kept out of the landfill. Wood debris/yard waste, concrete/asphalt, industrial quantities of cardboard and miscellaneous scrap metal are all recyclable, but make up more than half of our trash, according to the study. It showed that loads of these materials are taken to local landfills for lack of a single convenient recycling center. It also analyzed the capital and operating costs to build an Integrated Recycling Facility (IRF) to accept this waste stream. In March 2012, Council reviewed the report, along with staff's recommendation to continue evaluating an IRF that would optimally be located on City property. An IRF will divert 7,700 tons of discards per year from landfills to start (out of the 130,000 tons generated in Fort Collins) and at a future Phase 3, would divert 36,500 tons/year.

ENVIRONMENTAL HEALTH

9.5 KFCG ENHANCEMENT: Road to Zero Waste - Funded **2013 - \$70,000**
2014 - \$20,000

Goals to achieve higher levels of waste diversion were set 13-18 years ago in Fort Collins; since then, substantial work and Council effort have been devoted to local programs. Recycling levels have risen with strong citizen participation in curbside programs and other opportunities that help decrease the amount of waste generated. Survey responses provide the City with information about growing community expectations for more opportunities to recycle, and Fort Collins finds itself striving to not only meet, but to surpass the 50% diversion goal set in 1999. A combination of new projects described in this packet will provide an updated road map for progressing to where the community wants to be in the next 5-10 years. Specific types of problematic waste, including cardboard, plastic bags and construction debris will be targeted. The offer will also support local builders to comply with 2012 Green Building Code requirements for on-site recycling.

9.7 ENHANCEMENT: Environmental Services Operational Enhancements - Funded **2013 - \$51,143**
2014 - \$51,143

This enhancement offer seeks to bring additional program funding to three program areas in Environmental Services: waste reduction and recycling, the Healthy Sustainable Homes program, and the municipal sustainability program. Of the total offer, \$20,000 is sought to enhance education and outreach information to residents and employees about recycling options for the business and multi-family sectors, recruit more establishments to get started recycling, track results, and explore other creative ways to meet Council's goals. An additional \$17,000 is sought to support the growing Healthy Sustainable Homes program; the money will help maintain a strong working relationship with the Environmental Health Department at CSU through a paid internship for students, purchase a second assessment tool kit, and increase the ability to schedule assessments. To replace the \$10,000/year in federal funding that the Sustainability program received over the past three years, \$11,000 is sought for implementing the Mindful Movies series and conducting other sustainability outreach programs challenges.

9.8 ENHANCEMENT: Environmental Services Administrative Support - Funded **2013 - \$0**
2014 - \$14,327

This offer requests additional funding to increase an Administrative Assistant from 0.5 FTE to 0.75 FTE. This position provides administrative support for the entire Environmental Services Department, including the director, staff of nine and several interns, and two City Council advisory boards.

ENVIRONMENTAL HEALTH

58.1 Water Resources & Treatment Services - Funded **2013 - \$8,036,548**
2014 - \$8,211,277

This offer funds the management, operations and maintenance of the City's water production and water quality divisions to continue to provide safe, healthy and sustainable drinking water – a life-essential service that advances the health, safety and prosperity of our community. These programs take an innovative approach to resources, customer service and sustainability to provide high quality water to the community.

The Water Treatment Facility also has imposed more stringent in-house water quality limitations, raising the bar of excellence. In 2011, 7.98 billion gallons of water were treated with a 100% compliance rate, meeting all state and federal requirements for safe drinking water.

The Water Quality Laboratory analytical services directly support regulatory compliance, water operations, watershed activities and response to customer complaints.

58.2 ENHANCEMENT: Fire Mitigation - Operations & Maintenance - Funded **2013 - \$1,073,376**
2014 - \$1,073,884

The High Park Fire, which began on June 9, 2012 and ended on July 11, 2012, has affected the Cache la Poudre watershed. Recent rain events (July 5 – 6, 2012, July 16, 2012) have demonstrated the negative effects of erosion from the burn area on the Cache la Poudre River, a key water source for the city. Fort Collins Utilities have been involved with local, state and federal agencies to secure possible recovery funding. At this time, no local, state or federal funding sources have been identified. This offer is being submitted late due to the recent funding developments and will be withdrawn or adjusted if funding is secured prior to the BFO budget year of 2013-14.

60.1 Water Resources Division - Funded **2013 - \$2,325,739**
2014 - \$2,308,662

This offer funds the Water Resources Division (WRD), which manages the City's water supplies to provide safe water – a life-essential service that advances the health, safety and prosperity of our community. The WRD provides the management, planning, stewardship and protection of the City's raw water rights and supply system, which is valued at an estimated \$700 million. The WRD manages the Water Utility's water diversions and provides detailed water accounting as required by the State of Colorado. The WRD is responsible for payment of raw water assessments from entities that provide water supplies to the City and for administering surplus water rentals it has in many years. The WRD works closely with the Utilities Customer and Employee Relations Division to promote appropriate water use by our customers, and with the Parks and Natural Areas departments to help manage water rights for their land and facilities.

ENVIRONMENTAL HEALTH

62.1 Water Reclamation & Biosolids - Funded **2013 - \$7,000,686**
2014 - \$7,084,880

This offer directly delivers services for a healthy and sustainable environment through containment and treatment of raw sewage before it is discharged back to the environment. The Water Reclamation and Biosolids offer assures that wastewater and biosolids residuals are collected and treated to protect the health and safety of our community; to comply with all local, state, and federal regulations; and to protect the environment (Policy ENV 22.2).

63.1 Water Engineering & Field Services - Funded **2013 - \$3,566,287**
2014 - \$3,750,876

This offer is for distribution of treated water, for domestic and firefighting purposes, from the water treatment plant to the Utility's water customers.

This offer includes maintenance and repair of water mains, valves, fire hydrants and water meters, as well as leak detection for conservation purposes, backflow device inspection and testing to prevent contamination, and customer service response. This offer also includes engineering functions to support the above activities, as well as purchase of vehicles and equipment.

All work on the water distribution system must be done under the supervision of a certified Operator in Responsible Charge as required by State Statute. In addition, all Water Systems Operators are required to be certified through the Colorado Department of Public Health and Environment certification program. Per federal law, the Utility is responsible for the quality of our drinking water all the way to the point of use on our customers' premises.

64.1 Wastewater Engineering & Field Services - Funded **2013 - \$2,141,570**
2014 - \$2,199,827

This offer funds collection of untreated wastewater from Utility customers and conveyance to the water reclamation facilities. By preventing raw sewage from being discharged, customer health and safety, and the natural environment are protected. The system complies with federal and state laws, and protects the environment. Operation and maintenance of the wastewater system also includes manhole inspection, mainline televising, sewer cleaning, root removal, lining and rehabilitation, infiltration/inflow control and customer service. This offer also includes engineering functions to support the above activities, as well as purchase of vehicles and equipment.

All work on the wastewater collection system is performed under the supervision of a certified Operator in Responsible Charge as required by State Statute. In addition, all Water Systems Operators are required to be certified through the Colorado Department of Public Health and Environment certification program.

ENVIRONMENTAL HEALTH

65.1 Water Fund Payments & Transfers - Funded **2013 - \$10,218,046**
2014 - \$10,535,446

This offer includes the payments and transfers made from the Water Fund including: Payment in Lieu of Taxes to the General Fund, payment for General Fund services, Risk Management expenses, debt service, the Water Fund's share of Utilities Customer Service and Administrative Services Fund, and payments to other City funds for miscellaneous services.

Payment in Lieu of Taxes to the General Fund is equal to 6% of operating revenues. The administrative transfer to the General Fund pays for administrative services including investments, finance, purchasing, human resources, City Manager, City Attorney, and information technology services. A large portion of this offer includes payments attributed to bond principal and interest obligations of the Water Fund.

65.2 Water Conservation - Funded **2013 - \$700,482**
2014 - \$705,933

This offer continues Utilities' current level of service for water conservation programs and includes a few new or expanded measures. The City's Water Conservation Plan provides specific measures, metrics and costs to the general demand management criteria outlined in the 2003 Water Supply and Demand Management Policy. The plan sets a demand goal of 140 gallons per person per day by 2020. To reach this goal, we must continue the existing water conservation programs, targeting all customer classes, and indoor and outdoor water use. A couple of innovative research projects have been added, research of graywater/water reuse legalities and benefits, and a program encouraging water conservation while benefitting Poudre River restoration.

66.1 Wastewater Fund Payments & Transfers - Funded **2013 - \$9,241,114**
2014 - \$7,594,211

This package includes the payments and transfers made from the Wastewater Fund including: Payment in Lieu of Taxes to the General Fund, payment for General Fund services, Risk Management expenses, debt service, the Wastewater Fund's share of Utilities Customer Service and Administrative Services Fund, and payments to other City funds for miscellaneous services.

Payment in Lieu of Taxes to the General Fund is equal to 6% of operating revenues. The administrative transfer to the General Fund pays for administrative services including investments, finance, purchasing, human resources, City Manager, City Attorney, and information technology services. A large portion of this offer includes payments attributed to bond principal and interest obligations of the Wastewater Fund.

ENVIRONMENTAL HEALTH

82.1 KFCG ENHANCEMENT: Climate Adaptation Planning - Funded **2013 - \$50,000**
2014 - \$0

This offer purchases a risk and vulnerability study of the services of eight City departments relative to the impacts of extreme weather events, drought and a warming climate. The offer funds the planning process that will include the assistance of consultants to facilitate planning workshops with staff to assess the multiple implications and variables that may affect City services, infrastructure and assets. The deliverable outcome of the planning would result in completed matrices that would allow for departments to reference any identified risks and vulnerabilities into planning considerations for future funding, emergency response plans, and alternative approaches to ensure the high level of services provided to the Fort Collins community continue to be met.

As part of Plan Fort Collins, Principle ENV-12 states, "The City will plan and integrate strategies to adapt to a changing climate into City operations, and will promote climate adaptation actions into the community." This offer takes an important preliminary step in meeting this expectation by using solid science and a broad evaluative approach to potential scenarios that might impact the future quality of life in Fort Collins.

82.3 ENHANCEMENT: Green Building Future - Funded **2013 - \$30,000**
2014 - \$30,000

The City of Fort Collins' Green Building Program (GBP) strives to increasingly align Fort Collins' built environment with community goals of reduced carbon emissions, reduced energy use and reduced water use through a mix of foundational work, regulatory efforts, and voluntary, market-driven approaches. Passage of the Building Code Green Amendments in 2011 represented significant progress in advancing Fort Collins building codes and stakeholder engagement. It is now time to focus on other elements of the GBP, including voluntary approaches to incent green building (GB) above code requirements and expand the GBP beyond the building into other aspects of the built environment. This offer seeks funding to leverage and advance the work currently being done by several City departments to:

- 1) Update the Roadmap for Green Building to prioritize next steps for Fort Collins, especially in areas of above-code market-driven approaches and to benchmark Fort Collins against national and international best practices.
- 2) Increase the City's outreach on green building through stakeholder engagement, provision of energy displays in select City buildings, and increased trainings and education.

The funds requested in this offer are intended to enable Fort Collins to raise the bar on our green building efforts as a community, mark our place as a leader in green building, and tell the story to the public.

ENVIRONMENTAL HEALTH

82.5 KFCG ENHANCEMENT: Environmental Sustainability Web Portal and Green Purchasing Website - Funded **2013 - \$82,117**
2014 - \$20,000

This offer seeks to fund a comprehensive Environmental Sustainability Web Portal designed to act as a one-stop-shop for the City's environmental sustainability initiatives. The objective is to ensure citizen access to a web portal that provides easy and intuitive navigation, rich and relevant content that includes "calls to action," and appropriate functionality, and is frequently updated. The Environmental Sustainability Web portal will enable the public to easily find and learn about the municipality's environmental activities, programs, and initiatives. It will engage with Website viewers to obtain feedback on programming, answer and post questions, and exchange suggestions. The Web portal will significantly increase the ability to reach and engage citizens in the wide range of City environmental program offerings.

This offer will also fund the development of an internal Green Purchasing Website for City employees. Website improvements were recommended for Fort Collins by the Green Purchasing Institute. The Website will provide easy access to sustainable procurement policy, standard model specifications and other solicitation documents, case studies, current sustainable procurement action plan, progress reports, environmental and cost calculators, educational presentation, lists of approved vendors and products and other tools. General sustainable procurement information will be available to the public and businesses through the Web portal.

85.1 KFCG ENHANCEMENT: Green Purchasing - Funded **2013 - \$88,028**
2014 - \$83,820

This offer funds the implementation of the Green Purchasing report. This offer contains two main provisions: an additional FTE dedicated to the program and funding for consulting for reporting improvement. As noted in the report, best-in-class green purchasing programs have staff dedicated for research, training, education and working with individual departments and buyers to 'green' specifications. Website development is included in Offer 82.5.

ENVIRONMENTAL HEALTH

104.1 ClimateWise - Funded

2013 - \$409,285

2014 - \$418,803

The award-winning and innovative ClimateWise program strengthens our local economy, protects our air quality and reinforces our community's commitment to maintain a high quality of life in Fort Collins. ClimateWise business partners have made significant progress toward achieving the objectives of the community's Climate Action Plan. This cross-departmental program also supports the Utilities Energy Policy, Water Conservation Plan, Transportation Plan and Plan Fort Collins, among other City plans. Since the launch of the program in 2000, ClimateWise partners have saved \$59 million through energy, water, transportation and recycling savings and reduced greenhouse gases by 878,000 metric tons of carbon dioxide, a leading contributor to climate change.

ClimateWise supports businesses through technical assistance, ongoing support, public recognition, educational and networking opportunities, and tracking tools. Greenhouse gas reductions with this base offer (along with the Offer 104.2) will amount to a projected reduction total of approximately 150,000 metric tons CO₂e annually by the end of 2012, or 70% of the ClimateWise goal under the Climate Action Plan (214,000 tons). Partners in the program exceeded the 2012 program goal in 2011 and a new goal of 155,000 tons has been set.

This offer, along with Offer 104.2, supports this free, voluntary business program at the basic maintenance level.

104.2 KFCG: ClimateWise - Funded

2013 - \$75,000

2014 - \$75,000

The award-winning and innovative ClimateWise program strengthens our local economy, protects our air quality and reinforces our community's commitment to maintain a high quality of life. ClimateWise business partners have made significant progress toward achieving the objectives of the community's Climate Action Plan. This cross-departmental program also supports the Utilities Energy Policy, Water Conservation Plan, Transportation Plan and Plan Fort Collins, among others. Since the launch of the program in 2000, ClimateWise partners saved \$59 million and reduced greenhouse gases by 878,000 metric tons of carbon dioxide.

This KFCG base offer, in addition to Offer 104.1, will help the program continue to achieve its annual greenhouse gas reductions of 150,000 tons CO₂e by 2012, or 70% of the target under the Climate Action Plan. It is necessary to continue funding ClimateWise with this existing KFCG offer that was awarded during 2011, as these funds helped support projects that manage ongoing program growth.

Funding will continue to support:

- leveraging of sponsorship dollars and rise of event costs (costs have risen 48%/year)
- the existing myClimateWise database and tools to reduce business partner and staff time as well as program costs
- part-time hourly staff to help with needs of the growing program
- maintaining the Advisory Committee

ENVIRONMENTAL HEALTH

108.1 Energy Services - Funded **2013 - \$3,866,861**
2014 - \$3,887,944

- This offer purchases energy efficiency and conservation programs. It funds staffing and programs to deliver:
- Annual energy efficiency and conservation program savings of 22,000 megawatt-hours (MWh). These programs include consumer product rebates, home energy reports, business efficiency incentives, the Home Efficiency Program, a new multi-family efficiency program and community engagement programs.
 - Annual carbon emissions reductions of more than 15,500 metric tons of CO2e from energy efficiency program results.
 - Staffing support for implementation of the ClimateWise, Green Building, Solar Rebate and Demand Response programs.

The proposed budget supports multiple key City and Utility objectives:

- The funding directly assists key business sectors to mitigate the impacts of rising electrical rates through efficiency projects. Compared to 2010/2011, Energy Services has seen a dramatic increase of interest in efficiency by the business sector.
- Efficiency funding has been a component of multiple economic development offers to primary employers.
- New or expanded program offerings in 2013 (Multi-Family Program, expanded Home Energy Reports) are necessary to reach the Energy Policy savings objectives and to provide services to all electric customers.

108.2 Energy Services On-Bill Financing - Funded **2013 - \$500,000**
2014 - \$500,000

This offer provides funding to continue providing loans for energy efficiency, water efficiency and renewable energy projects.

The primary goal of the on-bill financing pilot is to facilitate more efficiency upgrades in the residential sector. These upgrades reduce our need for future energy resources, reduce our environmental footprint, promote local economic health by investing in our built environment, and improve the health, comfort and safety of our homes.

Utilities initiated a pilot program in 2012, providing on-bill financing for residential customers participating in the Home Efficiency Program or the Solar Rebate Program, and for customers who need to repair or replace a water supply line. Council approved a budget exception in fall 2011 for the 2012 budget to provide \$300,000 for on-bill financing. This offer provides funding for two subsequent years.

The program is administered by Utilities Energy Services and Customer Accounts teams. Utilities reports on progress related to these outcomes with an annual update to City Council.

Implementation of on-bill financing supports the Energy Policy, Economic Health results, Plan Fort Collins, the Climate Action Plan and Water Conservation plan. This offer is linked to related Utilities offers for Efficiency and Conservation and Renewable Energy.

ENVIRONMENTAL HEALTH

108.3 Energy Services Demand Response - Funded

2013 - \$170,000

2014 - \$170,000

This offer continues funding of the Demand Response Program, which is an evolution of the current Load Management Program and sets the framework to support a new paradigm in energy management for Utilities' customers by providing them with real-time information and decision-making power.

The Demand Response program goes beyond reducing peak power. It allows real-time information to be displayed to customers, who are then able to automate their home or business to react to pricing conditions and signals.

This offer will increase managed peak electricity demand by approximately 1.7 megawatts and deliver savings of approximately \$170,000 with avoided power purchases. The Demand Response program also supports energy conservation by providing awareness and real-time information on home energy use. Industry pilots have reported energy savings in the range of 4-10%. The life cycle of this system covers 10 years, such that energy savings and avoided power purchases will recur in future budget cycles.

Significant funding for this new system is provided by the Advanced Meter Fort Collins (AMFC) project. This offer includes both the cost for the current Load Management system, which will operate in parallel for several years, and limited components of the new Demand Response program (not funded by AMFC).

Demand Response results, as they relate to the goals and objectives of the Energy Policy, are reported annually to City Council in the Energy Policy Annual Update.

108.4 Green Building / Building Energy Performance - Funded

2013 - \$170,000

2014 - \$170,000

This offer purchases Utilities' Energy Services team programs and services to advance complementary Green Building (GB) and building energy performance elements. This includes:

- Building code quality assurance (QA) and quality control (QC): Work with Building Services to develop QA processes and QC activities to enhance consistent code compliance and monitor how the code plays out in design, construction and performance.
- Building energy performance tracking: Track and compare electricity and natural gas consumption of buildings built after building code "green amendments" took effect in 2012.
- Recognition: Provide public recognition to reinforce actions that City residents and businesses have taken to save energy through GB practices, and inspire others to follow their lead.
- Northern Colorado ENERGY STAR Homes (NoCOESH): Remain a funding partner in the regional implementation of this national new home recognition program; participate as a member of the NoCOESH board.
- Integrated Design Assistance Program (IDAP): Continue to administer and evolve this program that offers financial incentives and technical support to building projects significantly exceeding code-minimum energy requirements.
- Education and training: Continue to offer a variety of GB education and training, in coordination with other area providers.

ENVIRONMENTAL HEALTH

108.5 ENHANCEMENT: Energy Services Staffing - Funded **2013 - \$33,101**
2014 - \$33,950

This offer adds 0.5 FTE for a Conservation Program Coordinator (combined with a reclassified vacant 0.5 FTE). This position provides administration of efficiency and conservation programs, and provides support for community outreach and engagement. No net new funding is being requested, as the increase in staffing costs will be accommodated within the Energy Services core offer (108.1).

This offer would provide staffing to deliver:

- Administration of incentives and customer support for the Business Efficiency Program. Currently, these functions are provided by Energy Services Engineers, who will be able to concentrate their efforts on technical issues and program design.
- Support for the administration and implementation of a new Multi-Family Efficiency Program.
- Support for the administration and implementation of new Demand Response programs, which are being designed and initially funded by the Advanced Meter Fort Collins project.

110.1 Renewable Energy Purchased from Platte River Power Authority (PRPA) - Funded **2013 - \$1,824,000**
2014 - \$1,824,000

This offer provides funding to purchase 76,000 megawatt-hours of renewable energy under Platte River wholesale Tariff 7. The purchase of renewable energy meets a portion of the requirements of the Colorado Renewable Energy Standard (RES) and voluntary purchases of renewable power through Utilities Green Energy Program. The cost of the voluntary portion of the purchases are offset by customer revenue.

This offer is part of a multi-year Community Renewables Portfolio, which will expand the role of renewable resources in the community's energy mix. The City's Climate Action Plan and the Energy Policy provide strategic guidance in the area of renewable energy. The goal of this portfolio is to support the Climate Action Plan while meeting the Colorado Renewable Energy Standard (RES), with a special focus on local projects.

110.2 Community Renewables / Small-Scale Solar Incentives - Funded **2013 - \$250,000**
2014 - \$250,000

This offer continues supporting solar incentives for small-scale solar systems (under 25 kilowatts DC rating) for Fort Collins residents and businesses. The ongoing small photovoltaic (PV) rebate program supports the installation of roughly 30 new PV projects annually with a combined capacity of 125 kW.

This offer is part of a multi-year Community Renewables Portfolio, which will expand the role of renewable resources in the community's energy mix. The City's Climate Action Plan and the Energy Policy provide strategic guidance in the area of renewable energy. The goal of this portfolio is to support the Climate Action Plan while meeting the Colorado Renewable Energy Standard (RES), with a special focus on local projects.

ENVIRONMENTAL HEALTH

110.3 ENHANCEMENT: Community Renewables / Community Solar Garden - Funded **2013 - \$250,000**
2014 - \$250,000

This offer funds incentives for a Community Solar Garden (CSG) and provides Utilities support for virtual net metering for participating customers.

One typical approach for CSG is for subscribers to purchase an interest in the project and receive a solar incentive comparable to conventional roof-top solar systems, and be eligible for virtual net metering credit on their electric bill. The intent of this offer is to expand small-scale renewables options for utility customers that do not have favorable sites for roof-top solar. The initial project size is estimated at 250 kilowatts-DC for years 2013 and 2014 with possible expansion in later years.

A portion of the incentive purchases the renewable energy certificates (RECs) associated with these installations to help meet the community's 2015 requirements under the Colorado Renewable Energy Standard (RES). Solar RECs carry a 3x multiplier benefit under the Colorado RES, putting the price of solar RECs on par with many wind RECs.

This offer is part of a multi-year Community Renewables Portfolio, which will expand the role of renewable resources in the community's energy mix. The City's Climate Action Plan and the Energy Policy provide strategic guidance in the area of renewable energy. The goal of this portfolio is to support the Climate Action Plan while meeting, Colorado Renewable Energy Standard, with a special focus on local projects.

110.4 ENHANCEMENT: Community Renewables / Fort Collins Solar Program - Funded **2013 - \$500,000**
2014 - \$1,000,000

This offer funds the initial two years of the Fort Collins Solar Program. The objective is to launch a "feed-in tariff" program to incentivize the installation of 4-5 megawatts of new solar electric capacity in the community. Utilities would make a standard offer to enter into 20-year power purchase agreements (PPA) for solar projects sized between 25 and 1,000 kilowatts in size.

This offer is part of a multi-year Community Renewables Portfolio, which will expand the role of renewable resources in the community's energy mix. The City's Climate Action Plan and the Energy Policy provide strategic guidance in the area of renewable energy. The goal of this portfolio is to support the Climate Action Plan while meeting the Colorado Renewable Energy Standard (RES), with a special focus on local projects.

113.1 ENHANCEMENT: Electric Vehicle Charging Stations - Funded **2013 - \$100,000**
2014 - \$0

This offer will support a pilot program to install and operate a limited number of electric vehicle charging stations for use by the general public at selected City facilities. The project will also include revisions to any parking policies or development guidelines that would help accommodate broader installation of public electric vehicle charging by public or private entities. This proposed program is aligned with larger efforts at both the City and State level to develop community readiness for electric vehicles.

ENVIRONMENTAL HEALTH

127.1 Mosquito Control - Funded **2013 - \$87,287**
2014 - \$90,342

This offer is for the General Fund portion of the West Nile Virus Disease Management Program. This program provides for site mapping, dip testing, identification, larviciding, public education, fish give-away, hotline services, comprehensive public website, adult testing services provided by Colorado State University, and quality control. This program has no funds dedicated to adulticiding in Fort Collins. The Stormwater Fund will contribute \$14,167 in 2013 and \$14,663 in 2012 and Natural Areas will contribute \$127,045 in 2013 and \$131,492 in 2014 towards this program. These amounts are budgeted for in those funds. The total cost of the program is \$228,499 in 2013 and \$236,497 in 2014.

128.1 FortZED Special Projects - Funded **2013 - \$125,000**
2014 - \$100,000

This offer purchases services that advance the technical solutions of FortZED (Zero Energy District). These include:

- A portion of the licensing fees for a software tool that will be used to characterize the energy use within the FortZED area
- Development of a FortZED technical roadmap to incorporate lessons learned from the recently completed Renewable Distributed Systems Integration (RDSI) project
- Development of an energy characterization and field study of buildings within FortZED
- Facilitation of the FortZED initiative
- Marketing support

FortZED is a three-way collaboration among Fort Collins Utilities, the Colorado Clean Energy Cluster and UniverCity Connections to create a net zero energy district within Fort Collins. FortZED was created in 2007 by the UniverCity Connections Sustainable Energy Taskforce. FortZED Partners are a diverse group of private and public organizations, and passionate individuals. Partners include: Colorado State University (CSU), Brendle Group, Woodward, Spirae, New Belgium Brewing, and others.

ENVIRONMENTAL HEALTH

128.2 FortZED Grant Development - Funded **2013 - \$50,000**
2014 - \$50,000

This offer funds grant development in partnership with external organizations. Funding-including philanthropy, capital, and grants-would be sought to assist the development or implementation of technological innovations that advance the management of distributed renewable energy sources, peak energy load management and energy storage. These innovations would be applied within the FortZED district as part of the goals and missions of this initiative.

FortZED is a community-driven initiative to create one of the world's largest net zero energy districts. The mission of FortZED is to transform the Downtown area of Fort Collins and the campus of Colorado State University (CSU) into a zero energy district, generating as much energy as is used on an annual basis, through conservation, efficiency, renewable energy sources, and smart technologies. Additionally, FortZED has proven to be a valuable tool in the economic health area, gaining international recognition and focusing investment interest in Fort Collins.

In support of the leadership request to unbundle offers, these programs and services are being submitted as separate offers.

128.3 ENHANCEMENT: FortZED Engagement and Administration - Funded **2013 - \$58,000**
2014 - \$50,500

FortZED is a three-way collaboration among Fort Collins Utilities, Colorado Clean Energy Cluster and UniverCity Connections to create a net zero energy district within Fort Collins. Additional partners include: Brendle Group, Woodward, Spirae, New Belgium Brewing, Advanced Energy and others.

This offer funds new expenses necessary to provide more comprehensive administration, community engagement and support for FortZED partnerships. Existing staffing to carry out the work is provided in the Environmental Services Department current core offer (9.1).

The FortZED initiative has historically relied on informal committee structure and a volunteer format. It is important for the success of FortZED to raise the level of partnership governance and communication to be commensurate with the size of the initiative. New funding is sought to develop and begin implementing a strategic plan and a governance structure that accommodate the partnerships that offer technical solutions and an important community engagement aspect. It also supports the evolution of the FortZED Energy Challenge ("Challenge") into a more rigorous and better coordinated initiative by funding and overseeing a formal partnership with a competitively selected non-profit to run the Challenge.

131.1 Utilities Capital Project - Water Supply Development - Funded **2013 - \$100,000**
2014 - \$100,000

This capital offer will be used to develop, evaluate, and improve various water supply projects by providing a source of funding to respond to unexpected opportunities or needs related to acquiring, developing or protecting the City's water rights. This is a long-term project that began in 1991. Funds not spent in a given year are carried forward for use in future years.

ENVIRONMENTAL HEALTH

134.1 Utilities Capital Project – Water Distribution System Replacement - Funded **2013 - \$1,780,708**
2014 - \$1,622,935

This capital project offer funds the design and construction of water line and infrastructure replacement.

The Water Utility annually completes replacement projects to maintain the water distribution system. There are more than 500 miles of water lines with more than 40 miles ranked high priority for replacement. Systematic replacement of faulty lines minimizes inconveniences to customers and mitigates the need for emergency repairs.

All potential projects have been rated for condition assessment and risk of failure impact. The Asset Management system created a prioritization of needs, which in turn will be used to identify specific projects for construction.

134.2 Utilities Capital Project - LaPorte Avenue Waterline Improvements - Funded **2013 - \$800,000**
2014 - \$1,300,000

This capital project offer funds the design and construction of water line control valves on the major transmission mains under LaPorte Avenue and the replacement of older inaccessible transmission mains. A 2012 Master Plan Study of these transmission mains identified this area as having the highest vulnerability to our system and therefore the highest risk. Of primary concern is the lack of control valves at Grandview Avenue and at Shields Street.

134.3 Utilities Capital Project - River District/Jefferson Street Design - Funded **2013 - \$0**
2014 - \$100,000

This capital project offer funds the design of water line improvements associated with the proposed Jefferson Street project and potential redevelopment of the River District. The area included in the design is from College Avenue to Lincoln Avenue and between Jefferson Street and the Poudre River. A 16" water transmission main under Jefferson Street is exceeding its useful life and has had multiple failures in recent years. The Utility must be prepared for its replacement if Jefferson Street is reconstructed.

135.1 Utilities Capital Project - Meter Replacement & Rehabilitation - Funded **2013 - \$800,000**
2014 - \$800,000

This capital offer funds ongoing replacements of water metering infrastructure, both meters and communication modules, as the system ages or problems are identified.

The metering of residential properties was completed over a period of more than 10 years. Many of the meters installed near the end of that period are compatible with the new AMI system, but are nearing the end of their useful life. The Utility will need to fund the replacement of aging meters as part of its ongoing maintenance and operation of the system.

ENVIRONMENTAL HEALTH

136.1 Utilities Capital Project - Cathodic Protection - Funded **2013 - \$552,000**
2014 - \$306,000

This project funds the capital replacement of cathodic protection systems on large diameter water transmission mains of both raw and finished water, as well as large diameter pipelines at the Water Treatment Facilities.

Cathodic protection is a program to reduce electrochemical corrosion of underground pipelines. Electrochemical corrosion of pipelines occurs as a result of the small electric current created by contact between metal surfaces, water, and the chemicals present in soils and water. Cathodic protection counteracts the corrosion of the pipeline by supplying a 'sacrificial' material, which will corrode via this electrochemical reaction before the steel of the water line.

Without the cathodic protection, given our clay and corrosive soils, the pipe system would corrode more quickly causing higher maintenance or replacement needs. Cathodic protection systems are vital in maintaining the integrity of the water transmission system.

137.1 Utilities Capital Project - Halligan Reservoir Enlargement - Funded **2013 - \$190,000**
2014 - \$190,000

This offer represents two years of funding for annual purchase payments that are required under an agreement with the North Poudre Irrigation Company to enlarge Halligan Reservoir, a project that began in 1987. Funding related to the Halligan Reservoir Enlargement Project has previously been appropriated for environmental studies, permitting, design, construction and other costs.

Although the Water Utility is fortunate to have excellent water rights, in most years much of these rights cannot be used by the Water Utility because there is no place to store available water and save it for periods when it is needed. Developing additional storage capacity in Halligan Reservoir is expected to meet the long-term needs of providing drought protection through build-out of the Water Utility's service area. Additional storage capacity will also provide vulnerability protection and redundancy in our water supply system.

138.1 Utilities Capital Project - Water Production Replacement Program - Funded **2013 - \$521,000**
2014 - \$2,900,000

This offer funds the management of the City's Water Treatment Facility's replacement program. In order to continue to provide safe, healthy and sustainable drinking water – a life-essential service that advances the health, safety and prosperity of our community - a properly operating facility is required. In 2011, 7.98 billion gallons of water were treated with a 100% compliance rate, meeting all state and federal requirements for safe drinking water.

ENVIRONMENTAL HEALTH

141.1 Utilities Capital Project - Source Of Supply Replacements - Funded **2013 - \$550,000**
2014 - \$550,000

This offer sets aside funds for the large maintenance and replacement projects for the City's Source of Supply for the Water Production Division, which includes the Michigan Ditch at Cameron Pass, Joe Wright Reservoir, and the Poudre Raw Water Pipelines.

154.1 Natural Areas Land Conservation - Funded **2013 - \$2,205,195**
2014 - \$2,364,333

This offer continues funding the land and water conservation work of the Natural Areas Department (NAD) with designated City and County sales tax revenues. This offer includes all costs for this work: personnel, legal advice, consulting costs, appraisals, and surveys. The core elements of this work are the acquisition of land or interests in land (conservation easements), and the acquisition of water rights. In addition, resources are devoted to defending the City's property rights. While some conservation services are contracted outside the City, most of the services are provided internally by Real Estate Services and the City Attorney's Office, who are compensated by the NAD. The NAD partners with many agencies and private parties on conservation projects. For example, Natural Areas, Parks, and Stormwater are currently collaborating to examine existing plans for future trails, parks, water quality/detention ponds, stream restoration and natural areas/parks/open lands. The purpose is to identify opportunities to partner on the acquisition of key parcels that can serve multiple community purposes. So far, the effort has found many such opportunities to create wildlife and trail connections between open lands, acquire additional open lands adjacent to streams and trail corridors, conserve and enhance wildlife habitat, and provide more neighborhoods with access to natural areas/parks/open lands.

154.2 Natural Areas Resource Management - Funded **2013 - \$1,550,957**
2014 - \$1,580,835

This offer provides exemplary land stewardship services related to care for vegetation, soils, wetlands, wildlife, and scenic values on the City's 43 natural areas covering 34,976 managed acres. Specifically, funding this offer will support general ecological restoration, weed control, resource management planning, wildlife management, and partnered projects.

ENVIRONMENTAL HEALTH

154.3 Natural Areas Land Management - Funded **2013 - \$612,020**
2014 - \$623,492

This offer is a critical piece of the Natural Areas – Land Conservation and Stewardship package and supports three full-time and one seasonal staff positions and the resources necessary to implement land management activities on natural areas. Activities generally fall into four main categories:

- 1) Laramie Foothills Project Area: Staff leads in the management of Soapstone Prairie Natural Area and works in partnership with Utilities to assist with ecological and cultural resource management on Meadow Springs Ranch. A major project involves working with the Colorado State Land Board and The Nature Conservancy to complete an Energy by Design planning process to minimize, avoid, and mitigate impacts that may occur from mineral exploration and production.
- 2) Property management: Functions related to real property management, including managing right-of-way easement requests, gravel mine reclamation, real property leases, and water rights management.
- 3) Agriculture program: This program continues working landscape traditions on some urban and regional properties and supports the Be Local Farm Incubator offer submitted by Community Sustainability.
- 4) Land conservation and conservation easement stewardship program management.

154.4 Natural Areas Department Management - Funded **2013 - \$810,873**
2014 - \$828,388

This offer continues funding the management of the Natural Areas Department (NAD) with designated City and County sales tax revenues. The offer includes all costs associated with department management: staff (3.95 FTE), office supplies for the entire program, and the Administrative and IT charges to the program. Activities include personnel management, budgeting, long-range planning, development and administration of general management guidelines and policies, development of site management plans, and the development and ongoing evaluation of natural areas regulations. Natural Areas has evolved from focusing primarily on land conservation to become a multi-faceted department which includes education, interpretation, volunteer coordination, visitor services/enforcement, resource management, public improvements, land conservation, facility operations, and land management. NDA's staff has grown from 3 FTE in 1993 to 52.5 FTE in 2012 (29.55 Permanent and 22.95 Seasonal employees) and now manages 34,976 acres. This offer also includes support for a 25% portion of the NAD Director's position devoted to Poudre River health and resilience efforts.

154.5 ENHANCEMENT: Natural Areas Department Administrative Assistant - Funded **2013 - \$16,029**
2014 - \$16,614

This offer requests additional funding for an Administrative Assistant increase from 0.25 FTE to 0.50 FTE. This position provides services to the Department Director, Program Manager and the Land Management staff, all of when are housed at 215 N. Mason St.

159.1 ENHANCEMENT: Utilities Capital Project - Brewery Waste Carbon Source Study - Funded **2013 - \$60,500**
2014 - \$0

This enhancement offer is for the planning, experimental pilot effort, and design of a carbon addition plan using liquid waste from local breweries and other sources to provide additional carbon for the wastewater plant's biological nutrient removal processes.

ENVIRONMENTAL HEALTH

163.1 Utilities Capital Project - Water Reclamation Replacement - Funded **2013 - \$1,166,500**
2014 - \$1,800,000

Wastewater treatment is incredibly hard on structures and electrical, analytical, and mechanical equipment. Facilities at the Drake Water Reclamation Facility, Mulberry Water Reclamation Facility, Meadow Springs Ranch, and the Pollution Control Lab require constant attention to maintain optimal performance of their system to ensure the environmental health of the community, and to ensure sustained regulatory compliance with federal, state and local agencies.

164.1 Utilities Capital Project - Sludge Disposal Program - Funded **2013 - \$199,800**
2014 - \$200,000

This capital offer will fund the purchase of land next to Meadow Springs Ranch (MSR), the City's biosolids application facility, to provide a buffer for odors. State odor regulations state that it is a violation if odors can be detected after the odorous air has been diluted seven times with odor-free air. The only practical way to accomplish this at MSR is to distance the land application sites from adjacent property owners. Also, in order to comply with the Federal Clean Water Act Section 503 Sludge Regulations, land application locations must be accurately located, with groundwater monitoring in place, and a system set-up to regulate stock rotation cycles. This offer also facilitates the survey, additional well construction, road and bridge improvements required to access application areas.

165.1 Utilities Capital Project - Drake Water Reclamation Facility Capital Improvements - Funded **2013 - \$150,000**
2014 - \$581,000

This offer is a core service providing the installation of a septage receiving vault air curtain and the next phase of security improvements at the Drake Water Reclamation Facility (DWRf). It also includes the purchase of land surrounding the DWRf in the event that a willing seller becomes available. Purchase of this land within the facility's 1000-foot odor buffer will support the Utilities' goal of not having occupied properties in an area that could experience odors greater than the 2 detection threshold (D/T) limit. The design of DWRf's south process train improvements is also included in this offer.

ENVIRONMENTAL HEALTH

166.1 Utilities Capital Project - Wastewater System Replacement - Funded **2013 - \$1,629,838**
2014 - \$1,605,357

This capital project offer funds the design and construction of sewer infrastructure replacement projects.

The Wastewater Utility annually completes replacement projects to correct deficiencies in the system and to upgrade facilities. There are more than 400 miles of sewer lines. Systematic replacement of faulty lines minimizes inconveniences to customers and mitigates the need for emergency repairs.

All potential projects have been rated for condition assessment and risk of failure impact. The Asset Management system created a prioritization of needs, which in turn will be used to identify specific projects for construction.

The use of in-house forces saves considerable costs compared to contracted labor. This work helps maintain a familiarity with the system and a sense of ownership by Utilities employees.

178.1 Household Hazardous Waste Community Drop-Off Events - Funded **2013 - \$129,000**
2014 - \$136,000

This offer funds resources for two household hazardous waste (HHW) collection events at no cost for use by Fort Collins residents. Current staff works together to provide project management, event support and regulatory compliance support for this offer. The requested budget includes funding for services necessary to conduct a HHW collection event, including recycling and disposal services, event support and supplies, and staffing for the event.

179.1 Community Spill Response Services - Funded **2013 - \$56,200**
2014 - \$57,900

This offer provides 24/7 response from the City to hazardous spills to the stormwater system and funds remediation of small-scale spills to protect the quality of our urban watersheds and reduce pollution from stormwater runoff.

ENVIRONMENTAL HEALTH

197.2 KFCG ENHANCEMENT: Oil & Gas Liaison - Funded **2013 - \$40,000**
2014 - \$40,000

This offer will provide in-house contractual services for an Oil and Gas Liaison to assist the Community Development and Neighborhood Services Department (CDNS). CDNS has been tasked with the development of a comprehensive inspection and monitoring program for oil and gas development in the City of Fort Collins Growth Management Area.

Depending on the timing of current Council action regarding oil and gas regulations, the Oil and Gas Liaison will either create or be responsible for implementing supplementary regulations to the City's Land Use Code to guide future oil and gas activities.

Finally, critical to the success of this position will be to foster partnerships with neighboring communities that address well inspections and monitoring at a regional level, as oil and gas projects impact the entire region.

Current Planning staff will manage the project (Offer 132.2). These two offers reflect the multi-outcome nature of the project.

207.1 Utilities Capital Project - Mulberry Bridge Waterline Relocation - Funded **2013 - \$200,000**
2014 - \$0

This capital project offer funds the design and construction of the relocation of a water transmission main due to the Colorado Department of Transportation Mulberry Bridge Improvements.

218.1 Poudre River Sustainability Director - Funded **2013 - \$53,395**
2014 - \$54,176

This offer supports the General Fund portion of the Poudre River-related salary for the Natural Areas Director and some associated programmatic expenses. The Director is funded 75% by dedicated Natural Area funds and 25% General Fund. The funding split is appropriate because Poudre River issues do not exclusively pertain to Natural Areas. Approximately 50% of the Director's overall time is devoted to Poudre River initiatives, for example: 1) leading City teams devoted to restoration and rehabilitation of the Poudre River 2) helping to identify, plan, implement, and resource recreation amenities 3) participating in regional forums and professional associations with an interest in water issues and the Poudre River 4) developing partnerships with various external organizations and individuals 5) leading the City's response team for outside federal water project permit applications 6) generating outside resources for the City's Poudre River goals.

ENVIRONMENTAL HEALTH

218.2 KFCG ENHANCEMENT: Ecosystem Response Model - Funded **2013 - \$100,000**
2014 - \$0

This offer provides funding to refine and utilize the Poudre River Ecosystem Response Model (ERM). The ERM is a highly sophisticated scientific model that provides the ability to model the future environmental/ecological conditions of the Poudre River based on various inputs, such as stream flow. The ERM is an innovative, highly advanced, decision support tool developed with leading river ecologists from Colorado State University, the United States Forest Service, the United States Geological Services, and The Nature Conservancy. The additional funds provided by this offer will allow the team to polish the beta version of the model, extend the geographic scope of analysis, ask the model a secondary set of questions, and integrate new data as it becomes available. The improved model is a critical tool toward understanding what will be required to meet the City's vision for a healthy and resilient Poudre River. It will also help staff understand proposed water storage projects, in particular the Northern Integrated Supply Project (NISP). In addition to the federal process associated with NISP, there is a State-mandated mitigation planning process, and the ERM will be critical to the City's ability to respond to and inform the mitigation plan.

218.3 KFCG ENHANCEMENT: Poudre River Instream Flows - Funded **2013 - \$100,000**
2014 - \$50,000

This offer will support an instream flow feasibility study for the Poudre River, as well as a state-required application process and the purchase of water rights.

218.4 KFCG ENHANCEMENT: Poudre River Restoration and Rehabilitation - Funded **2013 - \$400,000**
2014 - \$400,000

This offer will support extensive restoration of the Poudre River channel and bank at several locations, including Sterling Natural Area, McMurry Natural Area, and Udall Natural Area. If this offer is accepted, it will be partly matched by Natural Area's baseline restoration funds. It also is likely to be supported by external funds to be raised by a non-profit partner, the Colorado Water Trust. Although this is an enhancement offer, please note that the offer asks for a continuation and expansion of Keep Fort Collins Great funds that have been devoted to stream restoration and rehabilitation in the 2011/12 budget.

ENVIRONMENTAL HEALTH

218.5 ENHANCEMENT: Downtown Poudre River Recreation, Habitat and Stormwater Improvements - Funded **2013 - \$225,000**
2014 - \$75,000

This offer will support the development of significant park, habitat, and flood improvements on the Poudre River in the Downtown core. The project area is bounded on the west by the Hickory Street pedestrian bridge, and on the east by Linden Street. The focal area of the project is Legacy Park, which is ideally located just west of College Avenue and across the river from the new Fort Collins Museum of Discovery. The improvements at the park will include a restroom, picnic shelters, adjustment of the parking lot away from the river, ADA access to the river, bank rehabilitation and revegetation, and in-river stones and boulders. The design, engineering, and permitting of a water-craft course also will be part of this project. Due to the complexity of the engineering and permitting issues, construction of the water-craft course and associated in-channel improvements would likely occur in 2015-2016. This project has the potential to develop and implement substantial stormwater improvements and the Stormwater Utility, will be providing support for the exploration and development of these co-benefits. This offer includes funds from Park Planning and the Stormwater Utility and it also requests enhancement funds from Building Community Choices (or Keep Fort Collins Great).

220.1 Utilities Capital Project - River District/Jefferson Street Sewer - Funded **2013 - \$0**
2014 - \$50,000

This capital project offer funds the design of sanitary sewer line improvements associated with the proposed Jefferson Street project and potential redevelopment of the River District. The area included in the design is from College Avenue to Lincoln Avenue and between Jefferson Street and the Poudre River. Sewer service to this area is provided by older lines running through the industrial area, between the railroad tracks, and under several buildings. These lines are generally inaccessible and therefore very difficult to maintain. The proposed street and redevelopment projects in this area provide the opportunity to finally relocate these lines to maintain service to the area in an efficient and effective manner.

221.1 Utilities Capital Project - Mulberry Bridge Sewer Realignment - Funded **2013 - \$560,000**
2014 - \$0

This capital project offer funds the design and construction of the relocation of a primary sanitary sewer main linking our Mulberry Wastewater Reclamation Facility to the Drake Wastewater Reclamation Facility. The new foundations for the Colorado Department of Transportation (CDOT) Mulberry Bridge Improvements project conflict with the existing sanitary sewer interceptor line, so a section of the pipe must be relocated to accommodate the project. All costs are to be reimbursed by CDOT. However, the City must appropriate the funds and complete the construction first.

ENVIRONMENTAL HEALTH

226.1 ENHANCEMENT: Utilities Capital Project - Dual System Design with CSU - Funded **2013 - \$100,000**
2014 - \$50,000

This project funds a graduate research project to investigate the feasibility of converting the City's potable water system, supplying water for general consumption, irrigation, and fire protection, to a dual system of smaller mains supplying consumptive potable water in one system and untreated water for irrigation and fire protection in the other.

Dr. Larry Roesner and Dr. Sybil Sharvel of the Department of Civil Environmental Engineering at Colorado State University have developed a Scope of Work that would make this project a PhD-level research project and provide the City with valuable information on an alternate delivery system that has the potential to significantly change the use of our resources to more sustainable practices.

239.1 Stream Restoration & Best Management Practices Projects - Funded **2013 - \$650,000**
2014 - \$650,000

In 2012, City Council approved an update to the City of Fort Collins' Stormwater Master Plan in accordance with Stormwater Repurposing goals to incorporate environmentally focused projects, such as stream restoration and water quality best management practice (BMP) retrofits. The Stormwater Master Plan is a layered compilation of various studies, modeling results, and engineering assessments. Each stormwater basin across Fort Collins has its own individual Basin Plan, which in turn is comprised of Flood Protection and Mitigation Plans and newly incorporated stream restoration projects and water quality BMP Retrofit projects.

A funding methodology was developed to address the overall total preliminary estimate of \$234M in Stormwater project needs. Of this total, \$53.4M is for stream restoration projects and their associated BMP retrofits. The approach proposed by staff and approved by City Council allocates approximately 16% (\$650,000) of annual Stormwater CIP (\$4.1 million) funding toward these projects. This approach maintains funding for life safety and property damage reduction, while still establishing a reasonable funding amount to implement stream restoration projects.

The stream restoration projects were prioritized in mid-to-late 2012 using a Multi-Criterion Decision Analysis (MCDA) tool created to provide a flexible, rational, and transparent means to rank and prioritize projects.

ENVIRONMENTAL HEALTH

240.1 Regulatory & Governmental Affairs - Funded

2013 - \$748,913

2014 - \$766,395

This offer provides environmental regulatory compliance and stewardship programs for municipal operations. The offer includes:

- Air quality programs
- Asbestos management
- Stormwater permit administration
- Stormwater management
- Regulated waste management
- Pollution prevention programs
- Drinking water and wastewater regulatory support
- Land stewardship programs
- Development of Environmental Management Systems (EMS)

In prior budget cycles the Regulatory & Governmental Affairs (RGA) business unit had expenditures budgeted in the Risk Management (RM) business unit (Fund 602). In this current budget all expenditures are accounted for in RGA and RM will fund the portion of expenditures that they utilize from the RGA team. There is also an increase of funding from RM compared to prior budget cycles to account for increased utilization of RGA staff time. This increase in funding from prior budget cycles equates to 0.5 FTE of time.

244.1 ENHANCEMENT: Fire Mitigation Capital Improvements - Funded

2013 - \$987,953

2014 - \$0

The High Park Fire, which burned from June 9-July 11, 2012, has affected the Cache la Poudre watershed. Recent rain events (July 5–6, 2012; July 16, 2012) have demonstrated the negative effects of erosion on the Cache la Poudre River, a key water source for the City. Fort Collins Utilities has been involved with local, state and federal agencies to secure possible recovery funding. At this time, no local, state or federal funding sources have been identified for post-fire recovery efforts specific to water supplies. As a result, staff is preparing to treat river water as required for customers' use.

This offer will fund capital infrastructure costs to treat the adverse water quality as a result of the fire area. The infrastructure outlined herein is specifically for the Poudre River Intake location to allow additional enhanced water quality monitoring and potential treatment at that location. The offer is being submitted late due to recent developments and will be withdrawn or adjusted if funding is secured prior to the budget years of 2013-2014.



Environmental Health

Fort Collins promotes, protects, and enhances a healthy and sustainable environment.

Primary Factors

Exceptional Stewardship of Water Resources

Excellent Air Quality

Exemplary Land Conservation & Stewardship

Secondary/Causal Factors

- Water treatment*
- Pollution Prevention*
- Wastewater treatment*
- Stormwater management & treatment*
- Watershed & floodplain management*
- Water supply and conservation*
- Climatic conditions & adaptation*

- Efficient and integrated energy systems*
- Energy use & conservation*
- Renewable energy*
- Waste generation, recycling & diversion, energy production*
- Greenhouse gas emissions*
- Mobile sources*
- Transportation*
- Indoor air quality
- Commercial/industrial activities*

- Open lands*
- Land use*
- Built environment (green buildings)*
- Healthy & bio-diverse habitat
- Community buffers
- Access & engagement*
- Scenic views
- Natural heritage
- Collaborative partnerships*

Note: Secondary factors that influence multiple Primary Factors are designated with an asterisk (*)



Environmental Health Request for Results

Team Members

Chairperson:	Lucinda Smith, Environmental Services
Budget Liaison:	Barb Brock, Natural Areas
Communication Liaison:	Lori Greening, Human Resources
Members:	Craig Hibbard, Utilities Water Reclamation
	Bob Adams, Recreation
	Kevin Cronin, Patrol
	Lance Smith, Utilities Finance and Budget
	K-Lynn Cameron, Citizen Participant

Result

Fort Collins promotes, protects, and enhances a healthy and sustainable environment.

Introduction/Summary of Results Map

The Team believes that exceptional stewardship of water resources and air quality, and exemplary land conservation/stewardship are the fundamental building blocks of a healthy and sustainable environment. The three Result Map primary factors focus on stewardship of natural resources and are critical contributors to the Outcome defined by City Council. They contribute not only to improved environmental quality but also public health and an attractive, well-planned community. Our Result Map identifies numerous contributing factors which impact the three primary factors. Interactions between factors are also important. For example, there are direct linkages between air pollution and water quality (e.g. acid rain) and between land conservation and water quality (impervious pavement carries pollutants).

Exceptional Stewardship of Water Resources

Excellent water resources (including drinking water and surface water) are an essential aspect of environmental health. Good water quality is important in fulfilling the role of the Utilities in providing life-essential services and infrastructure to advance the health, safety and prosperity of our community. According to the Center for Disease Control, "Environmental conditions greatly influence the relation between water and human health."

In Fort Collins, water resources and water quality are highly regulated by the State and Federal government, therefore performance is extensively measured. Historically, water resources have been important to the City. For example, City Council passed Resolutions such as *Recognizing the Need to Protect Water Quality*, the *Water Supply and Demand Management Policy*, *Drinking Water Quality Policy*, and *Approving the Watershed Approach to Stormwater Management*. City Council policies also address sustainable water supply, storm water quality management, and conservation in *City Plan*. Wise use of water resources is important to the environmental health of Fort Collins, especially if our conserved water is put to uses that benefit the environment and Fort Collins community.

Excellent Air Quality

High quality air is critical to the health of the environment, the health of our citizens, and to citizens' quality of life. City air quality programs play an important role in achieving the City Council's over-arching

air quality goal to “continually improve air quality”. Local programs (i.e. ozone education and incentives, idling reduction, radon, wood smoke, Healthy Homes) complement and fill gaps left by federal, state, and county efforts. The federal health standard for ground level ozone was exceeded on eight days in the Fort Collins Growth Management Area in 2011. Reducing high ozone is especially important because the 2011 Fort Collins Air Quality Survey finds that 26% of Fort Collins households have a member suffering from a chronic respiratory ailment, and ozone is a respiratory irritant.

Fort Collins has long been committed to reducing community greenhouse gas emissions as a means of achieving long-term environmental and economic health as well as mitigating our impact on global warming gasses. Energy use is a big part of our environmental footprint. Efforts to meet the objectives of the Fort Collins Climate Action Plan and the Fort Collins Energy Policy will create better air quality and improve public health, along with providing numerous other benefits.

The reduction of waste benefits the air, water and land. Fort Collins has a goal to divert at least 50% of waste annually from landfills using a hierarchy of waste management approaches and has reached a landfill diversion rate of 43% in 2010. By finding additional, more effective ways to “repurpose” or recycle the community’s discards, Fort Collins helps preserve natural resources (timber, minerals, energy, water) and reduces greenhouse gas emissions associated with manufacturing new products from virgin materials.

Exemplary Land Conservation and Stewardship

Fort Collins is a leader in land conservation and stewardship. Citizens of Fort Collins supported tax initiatives on five separate occasions to support natural area and open space activities with the earliest passing in 1973 and the latest, “Open Space, Yes!” passing in 2002. The Natural Areas program manages 43 sites and over 34,000 acres. In addition, the City has conserved 5,548 acres through conservation easements. Natural areas are experiencing ever-increasing use and enjoyment, and they are at risk of being “loved to death” without careful stewardship.

It is well recognized that land conservation and stewardship strongly contribute to environmental health. Open lands help retain and filter water, control stormwater run-off, and provide habitat and corridors for wildlife and plants. Healthy vegetation also acts as a carbon sink, thus reducing the amount of carbon dioxide in the atmosphere. Open lands can help maintain a compact urban form, a key factor in maintaining air and water resources, as well as the ecological integrity of natural resources.

Indicators

Indicator 1: The degree to which water quality (including drinking water and surface water) is maintained and improved.

Measures:

- Sustain 100% compliance for key established state and federal regulations and standards (Goal = achieve 100% compliance annually)
- Benchmarked performance of at least four different performance measures for water treatment and waste water treatment, based on self-assessment and peer review. (e.g., WWA/Qualserve, Global Reporting Initiative)
- Number of technical water quality complaints per thousand customers (Goal = 5 per 1000 or less)
- Footage of high risk water and wastewater pipe replaced or rehabilitated/year (Goal = at least 2 miles of high risk pipe replaced/yr)

Indicator 2: The degree to which water supply and treated water is conserved.

Measure:

- Gallons treated water used per capita per day
(Goal = 140 gal/person/day by 2020)

Indicator 3: The degree to which our outdoor and indoor air quality is improved.

Measures:

- Number of days in each Air Quality Index (AQI) category (Goal = 100% "Good" days for all pollutants measured [8 hour ozone, PM2.5, PM10 and carbon monoxide] for all days measured, which would ensure compliance with federal air quality standards)
- A reduction in greenhouse gas emissions that puts the City on track to meet the City policy objectives in the Climate Action Plan (3% reduction by 2012, 20% reduction by 2020 and 80% reduction by 2050, below 2005 baseline) and internal City sustainability goals to reduce emissions 20% below 2005 levels by 2020
- Reduce priority air pollutant emissions (including ozone-forming pollution, fine particles, indoor air pollutants) by 2% /year over prior year through City programs

Indicator 4: The degree to which we conserve, steward and enhance habitat and ecosystem health.

Measures:

- Percent of Natural Areas acres currently in native vegetation
(Goal = obtain native plant composition of 75%)
- Continue acquisition of lands that meet the conservation criteria set forth in Open Space, Yes!, the Land Conservation and Stewardship Master Plan, and Plan Fort Collins

Indicator 5: The degree to which solid waste is reduced and diverted from landfills

Measures:

- Decrease community waste to landfills 5%/year
- Increase community waste diversion rate (Goal = 50% diversion or better/year)
- Increase per capita recycling and composting volumes by 5% annually

Indicator 6: The degree to which community energy (electricity and natural gas) consumption is reduced and remaining energy is renewable

Measures:

- Annual electricity savings from efficiency and conservation programs
(Goal = Achieve program savings at least 1.5% of community annual electric use, based on 3 year average)
- Percent renewable energy towards compliance with State Renewable Energy Standards (Goal = achieve State RES for municipal utilities; 6% by 2015, 10% by 2020)
- Increase the percent of renewable energy from voluntary subscriptions

Indicator 7: Citizens' perception of the quality of the environment

Measure:

- Improvement in the results of the bi-annual citizen survey as compared to the prior survey results

These indicators and measures were chosen to reflect both high level indications of the quality of the environment and ways to measure operational progress that contributes to environmental improvement.

Purchasing Strategies

We are looking for offers that:

1. We are seeking offers that:
 - Demonstrate leadership
 - Support existing City Council plans and policies relative to the environment
 - Promote collaboration across organizational boundaries (departments, cities, counties, non-profits, etc.)
 - Address multiple Outcomes
 - Enhance operational excellence and the culture of innovation in the area of environmental practices
 - Leverage outside funding and resources
 - Implement Best Management Practices and reduce life cycle costs and negative environmental impacts
2. Maintain and improve **water quality** including offers that:
 - Provide clean and reliable drinking water
 - Provide safe and effective wastewater treatment that protects the watershed
3. Align **water quantity** with water storage and conservation policies, including offers that:
 - Lower residential and business water consumption
 - Provide alternative water systems to decrease amount of treated water needed
4. Contribute to long-term improvement and maintenance of **air quality**, including offers that:
 - Reduce ground level ozone-forming emissions
 - Reduce emissions from vehicles and heavy equipment
 - Reduce particulates and improve visibility
 - Improve indoor air quality
5. Result in a reduction of **greenhouse gas (carbon) emissions**, including offers that:
 - Assist businesses and residents to reduce greenhouse gas emissions
 - Reduce carbon footprint of existing and new buildings and other infrastructure
 - Move towards net zero carbon emissions from energy, waste, and transportation, etc.
 - Promote green building practices
6. **Conserve and restore habitat** and promote biological health and diversity, including offers that:
 - Improve and maintain open lands with minimal adverse environmental impact,
 - Identify, conserve and enhance lands that attain adopted policy objectives, that provide multiple benefits, and that provide natural connective areas of public and private lands
 - Support habitat enhancements to stormwater detention areas
 - Increase native, xeric and adaptive vegetation
 - Provide ecological restoration of streams and the Poudre River

7. **Reduce waste and resource consumption**, including offers that:
 - Improve source reduction, re-use, recycling, and lower per capita discards including removing barriers and increasing choices
 - Focus on largest waste sector categories (organics, construction and demolition debris, and paper) and 'hard to recycle' materials
 - Provide outreach that increases public knowledge, awareness of and involvement in waste reduction and recycling programs
 - Promote responsible procurement, product stewardship and environmental design
 - Recognize the waste stream as a energy and economic resource
 - Reduce toxics going into the landfill or the natural environment

8. **Increase energy conservation, efficiency and renewable energy**, including offers that:
 - Provide technical and behavioral solutions
 - Encourage the installation of new renewable energy sources including 3rd party agreements and leveraging capital
 - Address peak demand
 - Reduce household, commercial and industrial energy use

9. **Increase the community's resiliency and preparedness** for changes in climate, weather, and resources availability, including offers that:
 - Identify and address community risks and vulnerability from changing climate and weather patterns

We are seeking offers that promote, protect, and enhance a healthy and sustainable environment. Special consideration will be given to offers that express a proactive approach that contributes to the environmental health, safety and prosperity of our community. Projects with the flexibility to scale up or down and that continue to produce results may stand a better chance of being funded. Offers should take into account the organizational priorities of operational excellence and enhancing the culture of innovation and should support Council plans and policies, including those listed in the Appendix.

Relevant Plans and Policies for Environmental Health Results Team Offers

Action Plan for Sustainability (2004)
 Air Quality Plan (2011)
 Bobcat Ridge Natural Area Management Plan (2005)
 Cache la Poudre River Natural Areas Management Plan (2002)
 Carbon Monoxide Maintenance Plan (2003, revised 2010)
 City Plan (2011)
 Climate Action Plan (2008)
 Climate Wise Program (2000)
 Drainage Basin Master Plan (2004)
 Drinking Water Quality Policy (2003)
 Energy Policy (2009)
 Foothills Natural Areas Management Plan (2007)
 Fossil Creek Natural Areas Management Plan (2005)
 Land Conservation and Stewardship Master Plan (2004)
 Natural Areas Easement Policy (2001)
 Natural Areas General Management Guidelines (2001)
 Natural Areas Vegetation Management Guidelines (2007)
 Natural Areas Wildlife Management Guidelines (2007)
 Roadmap for Coordinated and Enhanced Green Building Services (2007)
 Soapstone Prairie Natural Area Management Plan (2007)

Strategic Plan for 50% Waste Diversion (2006)
Water Conservation Plan (2009)
Water Supply and Demand Management Policy (2003)
Resolution 95-14: Approving the water shed approach to stormwater management
Resolution 92-14: Framework for Environmental Action
Resolution 2000-128: "Recognizing the Need to Protect Water Quality"

Natural Areas Ballot Issues

1992 – Choices 95 – City ¼ Cent Sales Tax
1995 – Larimer County Help Preserve Open Space (HPOS) Sales Tax 1996-2003
1997 – Building Community Choices (BCC) – City ¼ Cent Sales Tax with a portion going to Natural Areas
1999 – Larimer County Help Preserve Open Space (HPOS) Sales Tax 2004-2018
2002 – Open Space Yes! – City ¼ Cent Sales Tax for Natural Areas



HIGH PERFORMING GOVERNMENT

Fort Collins exemplifies an efficient, innovative, transparent, effective and collaborative city government.

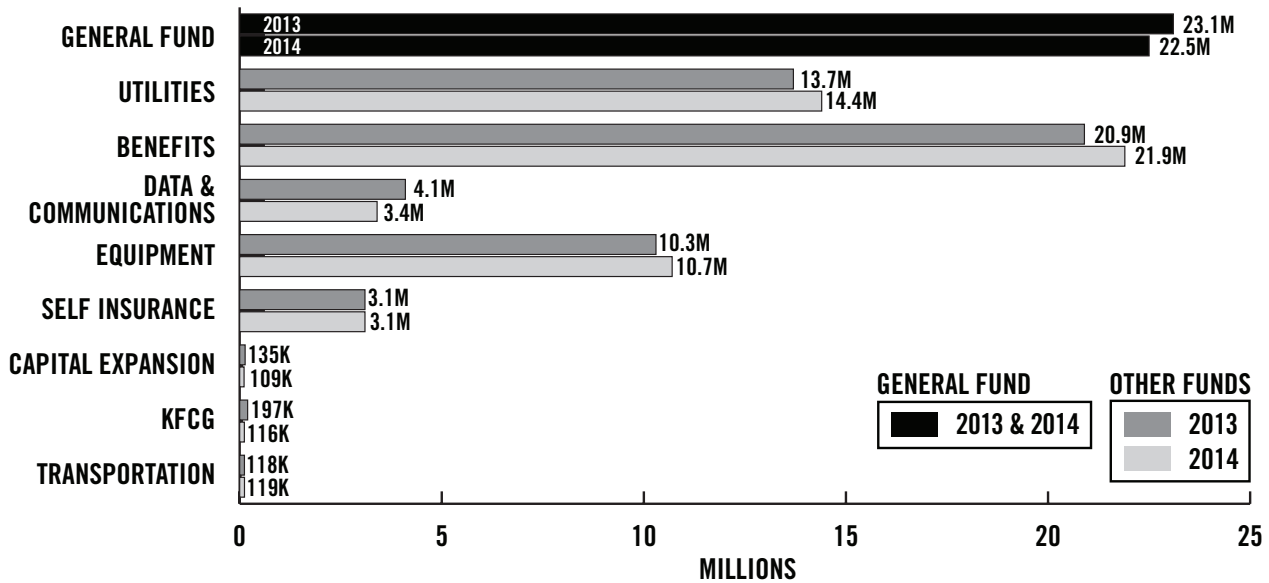




High Performing Government

2013 GENERAL FUND & OTHER FUNDS – 75.6M
 2014 GENERAL FUND & OTHER FUNDS – 76.3M

- Administrative, Legal & Municipal Services
- City Council
- Internal Services
- Utility Customer Service



OVERVIEW

The majority of offers in the High Performing Government Result Area are for internal services which provide essential support systems for City operations, including City Council, City Attorney, City Manager, City Clerk, Municipal Court, Communications and Public Involvement, Finance, Human Resources, Information Technology and Operation Services (Fleet, Facilities and Real Estate), as well as employee benefits and insurance. Core Utility support services, such as customer service and administration, commercial accounts and communication, finance and grounds maintenance are also included in this section.

This budget recognizes the critical nature of internal support services. New resources are being added to support heavy demands for information technology services and projects. Additional resources are provided for the City Attorney's Office, Finance and Human Resources to improve service levels and address critical needs such as grants compliance. This budget includes funding for capital replacement and maintenance of City equipment and facilities, and maintains the City's investment in technology. Programs such as Performance Excellence, the Wellness Programs and Manager/Supervisor 360° Assessments further the City's commitment to continuous improvement, cost-savings and efficiency.

The Recommended Budget includes funding for employee pay increases; 2.76% is budgeted in 2013 and 2% in 2014. Actual pay increase amounts will vary significantly and will be implemented in accordance with the City's market and performance-based pay philosophies.

FUNDING SOURCES

The High Performing Government Result Area is funded by a wide variety of revenue sources including General Fund resources. Internal Service Funds such as the Communication, Benefits and Self-Insurance Funds collect revenue from all departments to provide support services. Replacement funds for facilities and equipment are also key components of this revenue stream. This Result Area also includes the portion of user fees and charges from Fort Collins Utilities that fund Utility Customer Services and Administration.

KEY PURCHASES

- City Council core services, City Manager's Office, City Clerk's Office, City Attorney's Office and Municipal Court services
- Internal support functions: Information Technology, Telecommunications, Finance, Purchasing, Human Resources, and Operations Services (Fleet, Facilities and Real Estate)
- Citizen connections: Communications and Public Involvement Office, Cable 14 services and E-Government
- Utility Customer Services and Administration
- Building maintenance and basic information technology infrastructure
- Performance Excellence Program

ENHANCEMENTS PURCHASED

- Information Technology VoIP (Voiceover Internet Protocol) implementation
- Utilities Knowledge Transfer/Succession Planning
- Comcast Franchise Renewal Negotiation Funds (one-time)
- Leadership Development Programs
- Master Planning and Redevelopment of Block 32
- Sales Tax Software
- New Positions:
 - Compensation Manager (1FTE)
 - IT Enterprise Resource Planning Analyst (1 FTE)
 - City Attorney's Office staff (2.25 FTE)
 - Sales Tax Auditor (1FTE)
 - Increase Policy and Project Manager to full-time (.2 FTE)
 - Publicity & Marketing Specialist (1 FTE)
 - Senior Network Engineer (1 FTE)
 - Risk Management Technician (1 FTE)
 - IT Security & Utility Infrastructure Maintenance (2 FTE)
 - Grants Compliance Administrator (1 FTE)

EXAMPLES OF SERVICE ENHANCEMENTS NOT PURCHASED

- Volunteer Coordinator
- Information Technology Incident/Problem Tracking System Replacement
- Workforce Planning Project
- Information Technology Support position devoted to Executive, Legal, Judicial/CityClerk
- Culture of Innovation Fund
- Sustainability Services office space
- Land purchase for future Fleet Services building
- PDT Communications Team support
- Graphic Design support
- Retirement Health Savings Account for Fraternal Order of Police members
- Learning Specialist (1FTE)

HIGH PERFORMING GOVERNMENT - 2013

Offer	Offer Cost Total	Offer Funding			
		GENERAL FUND Dedicated	GENERAL FUND Ongoing	OTHER FUNDS	RESERVES
37.1 IT Administration Core Services	468,944	0	335,991	132,953	0
				<i>Data & Communications Fund</i>	
196.1 Benefit Programs and Services	20,712,149	0	0	18,967,181	1,744,968
				<i>Benefits Fund</i>	<i>Benefits Fund</i>
1.1 City Council Core Services	128,810	0	128,810	0	0
176.1 Legal Services	1,380,271	0	1,380,271	0	0
196.2 Wellness Program	211,489	0	0	211,489	0
				<i>Benefits Fund</i>	
26.1 IT Application Core Services	347,323	0	253,052	94,271	0
				<i>Data & Communications Fund</i>	
193.1 Human Resources Administration	1,268,506	0	1,268,506	0	0
2.1 Leadership and City Council Support	1,431,786	0	1,431,786	0	0
29.1 E-Government Core Services	397,768	0	292,072	105,696	0
				<i>Data & Communications Fund</i>	
87.1 Planning, Development & Transportation Administration	610,853	0	492,757	118,096	0
				<i>Transportation Fund</i>	
36.1 IT Client Core Services	827,252	0	598,111	229,141	0
				<i>Data & Communications Fund</i>	
34.1 Network Core Services	851,411	0	584,140	267,271	0
				<i>Data & Communications Fund</i>	
32.1 Email Core Services	87,008	0	0	87,008	0
				<i>Data & Communications Fund</i>	

HIGH PERFORMING GOVERNMENT - 2013

Offer	Offer Cost Total	Offer Funding			
		GENERAL FUND Dedicated	Ongoing	OTHER FUNDS	RESERVES
13.7 Fleet Fueling Services - Unleaded	2,009,447	0	0	2,009,447 <i>Equipment Fund</i>	0
13.10 Fleet Fueling Services - Compressed Natural Gas and Propane	373,400	0	0	373,400 <i>Equipment Fund</i>	0
25.4 Risk Management Services	2,992,212	0	0	2,492,212 <i>Self Insurance Fund Utility CS&A Fund</i>	500,000 <i>Self Insurance Fund</i>
3.1 Engaging and Communicating with the Community and Employees	472,349	0	472,349	0	0
4.1 Cable and Media Services	499,002	155,000 <i>Cable PEG Fees</i>	344,002	0	0
35.1 Data Management Core Services	881,587	0	588,373	293,214 <i>Data & Communications Fund</i>	0
33.1 Voice Core Services	879,848	0	0	879,848 <i>Data & Communications Fund</i>	0
13.8 Fleet Fueling Services - Biodiesel	1,449,420	0	0	1,449,420 <i>Equipment Fund</i>	0
13.9 Fleet Fueling Services - Ethanol	203,598	0	0	203,598 <i>Equipment Fund</i>	0
34.2 Network Cyclical Hardware and Software Replacement	239,500	0	162,429	77,071 <i>Data & Communications Fund</i>	0
194.1 Learning & Organizational Development Administration	224,933	0	224,933	0	0

HIGH PERFORMING GOVERNMENT - 2013

Offer	Offer Cost	Offer Funding			
	Total	GENERAL FUND Dedicated	Ongoing	OTHER FUNDS	RESERVES
45.3 Major Building Maintenance & Repair	502,250	0	502,250	0	0
33.2 Voice Cyclical Hardware and Software Replacement	127,385	0	0	127,385	0
				<i>Data & Communications Fund</i>	
28.1 IT Enterprise Resource Planning (ERP) Core Services	747,021	0	505,762	241,259	0
				<i>Data & Communications Fund</i>	
31.1 Enterprise Document Management	227,664	0	164,915	62,749	0
				<i>Data & Communications Fund</i>	
35.2 Data Management Cyclical Hardware Replacement	231,000	0	173,481	57,519	0
				<i>Data & Communications Fund</i>	
27.1 GIS Core Services	453,695	95,000	132,430	226,265	0
		<i>Development Review</i>	<i>Data & Communications Fund</i>		
68.2 Municipal Election Funding	168,675	0	0	0	168,675
					<i>General Fund</i>
47.2 Fleet Services Administration	493,683	0	0	493,683	0
				<i>Equipment Fund</i>	
13.2 Transfort Maintenance Shop	1,158,607	0	0	1,158,607	0
				<i>Equipment Fund</i>	
13.1 Wood Street / 906 W. Vine Maintenance Shops	1,605,898	0	0	1,605,898	0
				<i>Equipment Fund</i>	
45.4 Building HVAC & Control Systems Maintenance and Repair Services	1,315,329	76,000	1,239,329	0	0
		<i>Facilities Work for Others</i>			

HIGH PERFORMING GOVERNMENT - 2013

Offer	Offer Cost		Offer Funding		
	Total	GENERAL FUND Dedicated	Ongoing	OTHER FUNDS	RESERVES
46.1 Internal City Mail Services	206,000	125,000	81,000	0	0
		<i>Facilities Work for Others</i>			
30.1 IT Land Development System	262,904	0	0	262,904	0
		<i>Data & Communications Fund</i>			
193.2 Recruitment Software	45,000	0	0	0	45,000
		<i>General Fund</i>			
47.1 Facilities Services Administration	380,454	0	380,454	0	0
45.2 Building Operations and Custodial Services	866,526	398,740	467,786	0	0
		<i>Facilities Work for Others</i>			
36.2 IT Client Cyclical Hardware and Software Replacement	293,532	0	128,779	164,753	0
		<i>Data & Communications Fund</i>			
13.3 Streets Maintenance Shop	515,242	0	0	515,242	0
		<i>Equipment Fund</i>			
28.2 IT Enterprise Resource Planning (ERP) Services Cyclical Software Replacement	250,000	0	183,300	66,700	0
		<i>Data & Communications Fund</i>			
25.2 Purchasing Services	488,054	0	488,054	0	0
13.4 Fleet Parts and Warehouse	1,955,508	0	0	1,955,508	0
		<i>Equipment Fund</i>			
25.1 Accounting, Sales Tax & Treasury Services	1,770,975	0	1,770,975	0	0
91.1 Utilities Information Technology	3,390,302	0	0	2,690,302	700,000
		<i>Utility CS&A Fund</i>			

HIGH PERFORMING GOVERNMENT - 2013

Offer	Offer Cost		Offer Funding		
	Total	GENERAL FUND Dedicated	Ongoing	OTHER FUNDS	RESERVES
89.5 Utilities Safety, Security & Wellness	793,291	0	0	793,291 <i>Utility CS&A Fund</i>	0
68.1 City Clerk and Passport Services	561,375	0	561,375	0	0
41.1 Real Estate Services	489,903	489,903	0	0	0
		<i>Facilities Work for Others</i>			
42.1 Building Utilities and Energy Management	393,910	0	393,910	0	0
13.6 Fleet Motor Pool and Equipment Rental	516,890	0	0	516,890 <i>Equipment Fund</i>	0
89.3 Utilities Customer Support & Accounts	3,365,487	0	0	3,365,487 <i>Utility CS&A Fund</i>	0
45.1 Building Maintenance and Repair Services	2,713,957	260,097	2,453,860	0	0
		<i>Facilities Work for Others</i>			
13.5 General Fund Vehicle Replacement	30,591	0	30,591	0	0
25.3 Financial Administration, Analysis and Budgetary Services	826,328	0	826,328	0	0
227.1 Collective Bargaining Agreement - Legal Support	50,000	0	50,000	0	0
34.4 ENHANCEMENT: Enterprise Wireless Access	77,500	0	0	20,809 <i>Data & Communications Fund</i>	56,691 <i>Data & Communications Fund</i>
193.6 ENHANCEMENT: Compensation Manager	58,067	0	58,067	0	0
89.4 Utilities Meter Reading	447,157	0	0	447,157 <i>Utility CS&A Fund</i>	0

HIGH PERFORMING GOVERNMENT - 2013

Offer	Offer Cost		Offer Funding			
	Total	GENERAL FUND Dedicated	Ongoing	OTHER FUNDS	RESERVES	
25.11 ENHANCEMENT: Sales Tax Software	330,000	0	30,000	0	300,000	<i>General Fund</i>
33.3 ENHANCEMENT: VoIP Design and Implementation Support	452,640	0	0	0	452,640	<i>Data & Communications Fund</i>
90.1 Utilities Financial Operations & Asset Management	1,632,086	0	0	1,632,086	0	<i>Utility CS&A Fund</i>
3.3 ENHANCEMENT: Maintain Current Level of Communication Services	73,146	0	73,146	0	0	
39.1 Facilities Project Management, Planning & Design	410,236	410,236	0	0	0	<i>Facilities Work for Others</i>
90.5 Utilities Support Services & Grounds Maintenance	1,332,120	0	0	1,332,120	0	<i>Utility CS&A Fund</i>
89.1 Utilities Commercial Accounts and Communications	1,182,032	0	0	1,182,032	0	<i>Utility CS&A Fund</i>
28.3 ENHANCEMENT: IT Enterprise Resource Planning (ERP) Analyst, Data Warehousing, and Enhanced Reporting	77,127	0	58,609	18,518	0	<i>Data & Communications Fund</i>
176.2 ENHANCEMENT: Enhanced Legal Services	183,386	0	183,386	0	0	
25.5 ENHANCEMENT: Sales Tax Auditor	60,396	0	60,396	0	0	
2.5 ENHANCEMENT: Policy and Project Management Additional Staffing	18,960	0	18,960	0	0	

HIGH PERFORMING GOVERNMENT - 2013

Offer	Offer Cost Total	Offer Funding			
		GENERAL FUND Dedicated	GENERAL FUND Ongoing	OTHER FUNDS	RESERVES
90.4 Utilities Executive Director & 21st Century Utility	923,715	0	42,340	881,375 <i>Utility CS&A Fund</i>	0
111.1 ENHANCEMENT: Utilities Knowledge Transfer	230,000	0	0	180,000 <i>Water Fund Wastewater Fund Utility CS&A Fund</i>	50,000 <i>Light & Power Fund</i>
34.5 ENHANCEMENT: Senior Network Engineer	129,573	0	0	129,573 <i>Data & Communications Fund</i>	0
25.8 ENHANCEMENT: Risk Management Technician	59,194	0	0	59,194 <i>Self Insurance Fund</i>	0
29.2 KFCG ENHANCEMENT: E-Government Contract Services	61,400	0	0	61,400 <i>Keep Fort Collins Great Fund</i>	0
4.2 ENHANCEMENT: Comcast Franchise Negotiation	140,000	0	0	0	140,000 <i>General Fund</i>
25.9 ENHANCEMENT: Occupational Health Observations	100,000	0	0	100,000 <i>Self Insurance Fund</i>	0
3.2 KFCG ENHANCEMENT: Public Engagement Program	35,276	0	0	35,276 <i>Keep Fort Collins Great Fund</i>	0
39.3 ENHANCEMENT: Master Planning and Redevelopment of Block 32	135,000	0	0	135,000 <i>Capital Expansion Fund</i>	0
91.2 ENHANCEMENT: IT Computing Security & Utility Infrastructure Maintenance	172,776	0	0	172,776 <i>Utility CS&A Fund</i>	0

HIGH PERFORMING GOVERNMENT - 2013

Offer	Offer Cost		Offer Funding			
	Total	GENERAL FUND Dedicated	Ongoing	OTHER FUNDS	RESERVES	
238.1 Sustainability Services Area Leadership	338,860	0	338,860	0	0	
2.3 Performance Excellence Program	119,298	0	119,298	0	0	
3.5 ENHANCEMENT: Mason Corridor Communication and Additional Communication Support	46,766	0	46,766	0	0	
194.2 ENHANCEMENT: Collaborative Leadership Development Programs	100,000	0	100,000	0	0	
194.6 ENHANCEMENT: City's Strategic Plan & System Integration	75,000	0	0	0	75,000	<i>General Fund</i>
90.2 ENHANCEMENT: Utilities Business Process and Billing System Evaluation	75,000	0	0	75,000	0	<i>Utility CS&A Fund</i>
238.2 KFCG ENHANCEMENT: Sustainability Strategic Plan	100,000	0	0	100,000	0	<i>Keep Fort Collins Great Fund</i>
25.10 ENHANCEMENT: Workplace Safety Initiative Fund	100,000	0	0	0	100,000	<i>Self Insurance Fund</i>
25.12 ENHANCEMENT: Grant Compliance Administrator	64,408	0	64,408	0	0	
194.3 ENHANCEMENT: Manager/Supervisor 360 Assessment	55,850	0	0	0	55,850	<i>General Fund</i>
2.2 Management Internship Program	51,667	0	51,667	0	0	
Funded Offers	75,594,938	2,009,976	20,338,064	48,858,074	4,388,824	
194.5 ENHANCEMENT: Learning Specialist	79,068	0	79,068	0	0	

HIGH PERFORMING GOVERNMENT - 2013

Offer	Offer Cost	Offer Funding			
	Total	GENERAL FUND Dedicated	Ongoing	OTHER FUNDS	RESERVES
87.2 ENHANCEMENT: Planning, Development and Transportation (PDT) Communications Team	62,929	0	16,811	46,118	0
				<i>Transit Services Fund Transportation Fund</i>	
193.4 ENHANCEMENT: Human Resources Representative	45,073	0	45,073	0	0
41.2 ENHANCEMENT: Future Police Fleet Vehicle Maintenance Shop	500,000	0	0	500,000	0
				<i>Capital Expansion Fund</i>	
238.3 ENHANCEMENT: Leadership Administrative Support	49,687	0	49,687	0	0
193.3 KFCG: Human Resources Document Management	30,247	0	0	0	30,247
					<i>Keep Fort Collins Great Fund</i>
193.5 KFCG ENHANCEMENT: Workforce Planning Project	78,000	0	0	0	78,000
					<i>Keep Fort Collins Great Fund</i>
36.3 ENHANCEMENT: IT Incident/Problem Tracking System Replacement	120,000	0	0	31,200	88,800
				<i>Data & Communications Fund</i>	<i>Data & Communications Fund</i>
238.4 ENHANCEMENT: Sustainability Service Area Office Space	300,000	0	0	0	300,000
					<i>General Fund</i>
33.4 KFCG ENHANCEMENT: Enterprise Call Distribution System	50,060	0	0	50,060	0
					<i>Keep Fort Collins Great Fund</i>
34.3 ENHANCEMENT: IT External Audit	50,000	0	0	13,425	36,575
				<i>Data & Communications Fund</i>	<i>Data & Communications Fund</i>

HIGH PERFORMING GOVERNMENT - 2013

Offer	Offer Cost		Offer Funding		
	Total	GENERAL FUND Dedicated	Ongoing	OTHER FUNDS	RESERVES
89.2 ENHANCEMENT: Utilities Public Relations Coordinator to Contractual	24,447	0	0	24,447 <i>Utility CS&A Fund</i>	0
26.2 ENHANCEMENT: Executive, Legislative, Judicial and City Clerk IT System Specialist	51,946	0	51,946	0	0
194.4 ENHANCEMENT: Character of Values & Ethics Program	52,000	0	0	0	52,000 <i>General Fund</i>
68.3 ENHANCEMENT: Council Agenda Improvements	115,000	0	115,000	0	0
37.2 ENHANCEMENT: IT Research and Development	55,000	0	40,818	14,182 <i>Data & Communications Fund</i>	0
2.4 ENHANCEMENT: Citywide Volunteer Coordinator	102,122	0	102,122	0	0
25.7 ENHANCEMENT: Culture of Innovation Fund	150,000	0	150,000	0	0
3.4 ENHANCEMENT: Additional Graphic Design Support	40,808	0	40,808	0	0
25.6 ENHANCEMENT: Additional Financial Analytic Services	64,439	0	64,439	0	0
68.4 ENHANCEMENT: Publicity and Marketing Technician Increase	19,526	0	19,526	0	0
238.5 ENHANCEMENT: Sustainability Services Area Community Projects	71,560	0	71,560	0	0
39.2 ENHANCEMENT: Gateway Natural Area - Old Waterworks Building Stabilization	300,980	0	300,980	0	0
232.1 ENHANCEMENT: Police Retirement Health Savings Account	175,000	0	175,000	0	0

HIGH PERFORMING GOVERNMENT - 2013

Offer	<u>Offer Cost</u>	<u>Offer Funding</u>			
	Total	GENERAL FUND Dedicated	Ongoing	OTHER FUNDS	RESERVES
39.4 ENHANCEMENT: Oak Street Public Restroom Replacement	262,734	0	0	262,734 <i>Capital Expansion Fund</i>	0
41.3 ENHANCEMENT: Land Purchase and Improvements	635,000	0	635,000	0	0
Unfunded Offers	3,485,626	0	1,957,838	942,166	585,622
Total Offers	79,080,564	2,009,976	22,295,902	49,800,240	4,974,446

HIGH PERFORMING GOVERNMENT - 2014

Offer	Offer Cost Total	Offer Funding			
		GENERAL FUND Dedicated	GENERAL FUND Ongoing	OTHER FUNDS	RESERVES
37.1 IT Administration Core Services	479,698	0	343,033	136,665	0
				<i>Data & Communications Fund</i>	
196.1 Benefit Programs and Services	21,693,243	0	0	20,115,776	1,577,467
				<i>Benefits Fund</i>	<i>Benefits Fund</i>
1.1 City Council Core Services	127,985	0	127,985	0	0
176.1 Legal Services	1,403,187	0	1,403,187	0	0
196.2 Wellness Program	212,710	0	0	212,710	0
				<i>Benefits Fund</i>	
26.1 IT Application Core Services	358,236	0	261,384	96,852	0
				<i>Data & Communications Fund</i>	
193.1 Human Resources Administration	1,301,846	0	1,301,846	0	0
2.1 Leadership and City Council Support	1,453,653	0	1,453,653	0	0
29.1 E-Government Core Services	309,882	0	224,215	85,667	0
				<i>Data & Communications Fund</i>	
87.1 Planning, Development & Transportation Administration	621,215	0	502,513	118,702	0
				<i>Transportation Fund</i>	
36.1 IT Client Core Services	848,328	0	613,734	234,594	0
				<i>Data & Communications Fund</i>	
34.1 Network Core Services	876,839	0	602,036	274,803	0
				<i>Data & Communications Fund</i>	
32.1 Email Core Services	89,872	0	0	89,872	0
				<i>Data & Communications Fund</i>	

Drilling Platform - Ranked Offers by Outcome

Budget Years: 2013 - 2014

HIGH PERFORMING GOVERNMENT - 2014

Offer	Offer Cost Total	Offer Funding			
		GENERAL FUND Dedicated	Ongoing	OTHER FUNDS	RESERVES
13.7 Fleet Fueling Services - Unleaded	2,150,066	0	0	2,150,066 <i>Equipment Fund</i>	0
13.10 Fleet Fueling Services - Compressed Natural Gas and Propane	372,986	0	0	372,986 <i>Equipment Fund</i>	0
25.4 Risk Management Services	3,030,085	0	0	2,530,085 <i>Self Insurance Fund Utility CS&A Fund</i>	500,000 <i>Self Insurance Fund</i>
3.1 Engaging and Communicating with the Community and Employees	472,657	0	472,657	0	0
4.1 Cable and Media Services	504,698	155,000 <i>Cable PEG Fees</i>	349,698	0	0
35.1 Data Management Core Services	923,619	0	586,613	337,006 <i>Data & Communications Fund</i>	0
33.1 Voice Core Services	900,716	0	0	900,716 <i>Data & Communications Fund</i>	0
13.8 Fleet Fueling Services - Biodiesel	1,544,410	0	0	1,544,410 <i>Equipment Fund</i>	0
13.9 Fleet Fueling Services - Ethanol	218,989	0	0	218,989 <i>Equipment Fund</i>	0
34.2 Network Cyclical Hardware and Software Replacement	51,000	0	35,022	15,978 <i>Data & Communications Fund</i>	0
194.1 Learning & Organizational Development Administration	230,783	0	230,783	0	0

HIGH PERFORMING GOVERNMENT - 2014

Offer	Offer Cost Total	Offer Funding			
		Dedicated	GENERAL FUND Ongoing	OTHER FUNDS	RESERVES
45.3 Major Building Maintenance & Repair	480,800	0	480,800	0	0
33.2 Voice Cyclical Hardware and Software Replacement	94,534	0	0	94,534	0
				<i>Data & Communications Fund</i>	
28.1 IT Enterprise Resource Planning (ERP) Core Services	798,856	0	540,991	257,865	0
				<i>Data & Communications Fund</i>	
31.1 Enterprise Document Management	235,202	0	170,569	64,633	0
				<i>Data & Communications Fund</i>	
35.2 Data Management Cyclical Hardware Replacement	171,380	0	128,706	42,674	0
				<i>Data & Communications Fund</i>	
27.1 GIS Core Services	508,824	95,000	172,579	241,245	0
		<i>Development Review</i>	<i>Data & Communications Fund</i>		
68.2 Municipal Election Funding	1,500	0	0	0	1,500
					<i>General Fund</i>
47.2 Fleet Services Administration	431,374	0	0	431,374	0
				<i>Equipment Fund</i>	
13.2 Transfort Maintenance Shop	1,218,598	0	0	1,218,598	0
				<i>Equipment Fund</i>	
13.1 Wood Street / 906 W. Vine Maintenance Shops	1,608,437	0	0	1,608,437	0
				<i>Equipment Fund</i>	
45.4 Building HVAC & Control Systems Maintenance and Repair Services	1,353,779	85,000	1,268,779	0	0
		<i>Facilities Work for Others</i>			

HIGH PERFORMING GOVERNMENT - 2014

Offer	Offer Cost		Offer Funding		
	Total	GENERAL FUND Dedicated	Ongoing	OTHER FUNDS	RESERVES
46.1 Internal City Mail Services	212,650	128,750	83,900	0	0
		<i>Facilities Work for Others</i>			
30.1 IT Land Development System	272,446	0	0	272,446	0
		<i>Data & Communications Fund</i>			
47.1 Facilities Services Administration	390,885	0	390,885	0	0
45.2 Building Operations and Custodial Services	893,913	414,450	479,463	0	0
		<i>Facilities Work for Others</i>			
36.2 IT Client Cyclical Hardware and Software Replacement	285,216	0	139,184	146,032	0
		<i>Data & Communications Fund</i>			
13.3 Streets Maintenance Shop	547,826	0	0	547,826	0
		<i>Equipment Fund</i>			
25.2 Purchasing Services	500,313	0	500,313	0	0
13.4 Fleet Parts and Warehouse	2,100,089	0	0	2,100,089	0
		<i>Equipment Fund</i>			
25.1 Accounting, Sales Tax & Treasury Services	1,806,183	0	1,806,183	0	0
91.1 Utilities Information Technology	4,075,251	0	0	3,375,251	700,000
		<i>Utility CS&A Fund</i>			<i>Utility CS&A Fund</i>
89.5 Utilities Safety, Security & Wellness	708,502	0	0	708,502	0
		<i>Utility CS&A Fund</i>			
68.1 City Clerk and Passport Services	577,910	0	577,910	0	0
41.1 Real Estate Services	502,143	502,143	0	0	0
		<i>Facilities Work for Others</i>			

HIGH PERFORMING GOVERNMENT - 2014

Offer	Offer Cost		Offer Funding		
	Total	Dedicated	GENERAL FUND Ongoing	OTHER FUNDS	RESERVES
42.1 Building Utilities and Energy Management	406,563	0	406,563	0	0
13.6 Fleet Motor Pool and Equipment Rental	525,338	0	0	525,338 <i>Equipment Fund</i>	0
89.3 Utilities Customer Support & Accounts	3,418,173	0	0	3,418,173 <i>Utility CS&A Fund</i>	0
45.1 Building Maintenance and Repair Services	2,763,426	280,224	2,483,202	0	0
			<i>Facilities Work for Others</i>		
13.5 General Fund Vehicle Replacement	43,466	0	43,466	0	0
25.3 Financial Administration, Analysis and Budgetary Services	814,605	0	814,605	0	0
227.1 Collective Bargaining Agreement - Legal Support	50,000	0	50,000	0	0
34.4 ENHANCEMENT: Enterprise Wireless Access	9,000	0	6,660	2,340	0
				<i>Data & Communications Fund</i>	
193.6 ENHANCEMENT: Compensation Manager	57,192	0	57,192	0	0
89.4 Utilities Meter Reading	164,535	0	0	164,535 <i>Utility CS&A Fund</i>	0
25.11 ENHANCEMENT: Sales Tax Software	30,000	0	30,000	0	0
90.1 Utilities Financial Operations & Asset Management	1,680,567	0	0	1,680,567 <i>Utility CS&A Fund</i>	0
3.3 ENHANCEMENT: Maintain Current Level of Communication Services	74,983	0	74,983	0	0

HIGH PERFORMING GOVERNMENT - 2014

Offer	Offer Cost		Offer Funding			
	Total	Dedicated	GENERAL FUND Ongoing	OTHER FUNDS	RESERVES	
39.1 Facilities Project Management, Planning & Design	420,219	420,219	0	0	0	0
		<i>Facilities Work for Others</i>				
90.5 Utilities Support Services & Grounds Maintenance	1,368,293	0	0	1,368,293	0	0
		<i>Utility CS&A Fund</i>				
89.1 Utilities Commercial Accounts and Communications	1,227,898	0	0	1,227,898	0	0
		<i>Utility CS&A Fund</i>				
28.3 ENHANCEMENT: IT Enterprise Resource Planning (ERP) Analyst, Data Warehousing, and Enhanced Reporting	72,411	0	54,640	17,771	0	0
		<i>Data & Communications Fund</i>				
176.2 ENHANCEMENT: Enhanced Legal Services	205,469	0	205,469	0	0	0
25.5 ENHANCEMENT: Sales Tax Auditor	76,233	0	76,233	0	0	0
2.5 ENHANCEMENT: Policy and Project Management Additional Staffing	19,455	0	19,455	0	0	0
90.4 Utilities Executive Director & 21st Century Utility	925,100	0	43,208	881,892	0	0
		<i>Utility CS&A Fund</i>				
111.1 ENHANCEMENT: Utilities Knowledge Transfer	254,007	0	0	204,007	50,000	0
		<i>Water Fund Wastewater Fund Utility CS&A Fund</i>				
34.5 ENHANCEMENT: Senior Network Engineer	126,427	0	0	126,427	0	0
		<i>Data & Communications Fund</i>				
25.8 ENHANCEMENT: Risk Management Technician	60,752	0	0	60,752	0	0
		<i>Self Insurance Fund</i>				

HIGH PERFORMING GOVERNMENT - 2014

Offer	Offer Cost Total	Offer Funding			
		GENERAL FUND Dedicated	GENERAL FUND Ongoing	OTHER FUNDS	RESERVES
29.2 KFCG ENHANCEMENT: E-Government Contract Services	61,200	0	0	61,200	0
				<i>Keep Fort Collins Great Fund</i>	
25.9 ENHANCEMENT: Occupational Health Observations	68,000	0	0	68,000	0
				<i>Self Insurance Fund</i>	
3.2 KFCG ENHANCEMENT: Public Engagement Program	35,278	0	0	35,278	0
				<i>Keep Fort Collins Great Fund</i>	
39.3 ENHANCEMENT: Master Planning and Redevelopment of Block 32	109,000	0	0	109,000	0
				<i>Capital Expansion Fund</i>	
91.2 ENHANCEMENT: IT Computing Security & Utility Infrastructure Maintenance	176,978	0	0	176,978	0
				<i>Utility CS&A Fund</i>	
238.1 Sustainability Services Area Leadership	346,089	0	346,089	0	0
2.3 Performance Excellence Program	116,319	0	116,319	0	0
3.5 ENHANCEMENT: Mason Corridor Communication and Additional Communication Support	46,766	0	46,766	0	0
194.2 ENHANCEMENT: Collaborative Leadership Development Programs	100,000	0	100,000	0	0
194.6 ENHANCEMENT: City's Strategic Plan & System Integration	25,000	0	0	0	25,000
					<i>General Fund</i>
90.2 ENHANCEMENT: Utilities Business Process and Billing System Evaluation	75,000	0	0	75,000	0
				<i>Utility CS&A Fund</i>	

HIGH PERFORMING GOVERNMENT - 2014

Offer	Offer Cost	Offer Funding			
	Total	GENERAL FUND Dedicated	Ongoing	OTHER FUNDS	RESERVES
238.2 KFCG ENHANCEMENT: Sustainability Strategic Plan	20,000	0	0	20,000	0
				<i>Keep Fort Collins Great Fund</i>	
25.10 ENHANCEMENT: Workplace Safety Initiative Fund	100,000	0	0	0	100,000
					<i>Self Insurance Fund</i>
90.3 ENHANCEMENT: Utilities Customer Relationship Management Application	150,000	0	0	150,000	0
				<i>Utility CS&A Fund</i>	
25.12 ENHANCEMENT: Grant Compliance Administrator	86,840	0	86,840	0	0
194.3 ENHANCEMENT: Manager/Supervisor 360 Assessment	55,850	0	0	0	55,850
					<i>General Fund</i>
2.2 Management Internship Program	53,006	0	53,006	0	0
Funded Offers	76,372,752	2,080,786	20,363,317	50,918,832	3,009,817
194.5 ENHANCEMENT: Learning Specialist	84,176	0	84,176	0	0
87.2 ENHANCEMENT: Planning, Development and Transportation (PDT) Communications Team	77,095	0	20,354	56,741	0
				<i>Transit Services Fund Transportation Fund</i>	
193.4 ENHANCEMENT: Human Resources Representative	52,955	0	52,955	0	0
41.2 ENHANCEMENT: Future Police Fleet Vehicle Maintenance Shop	150,000	0	0	150,000	0
				<i>Capital Expansion Fund</i>	
238.3 ENHANCEMENT: Leadership Administrative Support	50,992	0	50,992	0	0

HIGH PERFORMING GOVERNMENT - 2014

Offer	Offer Cost		Offer Funding			
	Total	GENERAL FUND Dedicated	Ongoing	OTHER FUNDS	RESERVES	
193.3 KFCG: Human Resources Document Management	27,943	0	0	0	27,943	<i>Keep Fort Collins Great Fund</i>
36.3 ENHANCEMENT: IT Incident/Problem Tracking System Replacement	15,000	0	11,100	3,900	0	<i>Data & Communications Fund</i>
33.4 KFCG ENHANCEMENT: Enterprise Call Distribution System	6,620	0	0	6,620	0	<i>Keep Fort Collins Great Fund</i>
89.2 ENHANCEMENT: Utilities Public Relations Coordinator to Contractual	25,310	0	0	25,310	0	<i>Utility CS&A Fund</i>
26.2 ENHANCEMENT: Executive, Legislative, Judicial and City Clerk IT System Specialist	50,790	0	50,790	0	0	
194.4 ENHANCEMENT: Character of Values & Ethics Program	52,000	0	0	0	52,000	<i>General Fund</i>
68.3 ENHANCEMENT: Council Agenda Improvements	15,000	0	15,000	0	0	
37.2 ENHANCEMENT: IT Research and Development	56,250	0	42,171	14,079	0	<i>Data & Communications Fund</i>
2.4 ENHANCEMENT: Citywide Volunteer Coordinator	103,461	0	103,461	0	0	
25.7 ENHANCEMENT: Culture of Innovation Fund	150,000	0	150,000	0	0	
3.4 ENHANCEMENT: Additional Graphic Design Support	39,784	0	39,784	0	0	
25.6 ENHANCEMENT: Additional Financial Analytic Services	84,670	0	84,670	0	0	

HIGH PERFORMING GOVERNMENT - 2014

Offer	<u>Offer Cost</u>	<u>Offer Funding</u>			
	Total	GENERAL FUND		OTHER FUNDS	RESERVES
		Dedicated	Ongoing		
68.4 ENHANCEMENT: Publicity and Marketing Technician Increase	20,178	0	20,178	0	0
238.5 ENHANCEMENT: Sustainability Services Area Community Projects	67,560	0	67,560	0	0
232.1 ENHANCEMENT: Police Retirement Health Savings Account	180,000	0	180,000	0	0
Unfunded Offers	1,309,784	0	973,191	256,650	79,943
Total Offers	77,682,536	2,080,786	21,336,508	51,175,482	3,089,760

HIGH PERFORMING GOVERNMENT

1.1 City Council Core Services - Funded **2013 - \$128,810**
2014 - \$127,985

This offer enables the City Council to provide leadership for all areas of municipal government. In the course of its work, City Council engages citizens in a variety of issues, collaborates and partners with organizations throughout the region, analyzes and enacts policies, adopts the City budget, provides for an independent audit of all City funds, authorizes issuance of bonds and other debt financing mechanisms, and provides guidance and direction for the administration of all City services. This offer funds salaries and basic expenses of City Council. Staff support for City Council is included in a separate offer in the City Manager's Office (Offer 2.1: Leadership and City Council Support).

2.1 Leadership and City Council Support - Funded **2013 - \$1,431,786**
2014 - \$1,453,653

This offer provides senior executive management of the organization through the work of the City Manager and staff. The City Manager, Deputy City Manager and Assistant City Manager facilitate the work of the City Council by developing and implementing the details of City Council's goals and policies. The City Manager provides leadership in all areas of municipal services to the community in accordance with the City Charter and provides strategic vision and priorities for the organization. The City Manager's Office staff also serve as liaisons between the City Council and City staff for carrying out service requests and supporting the many activities in which the City Council and the City Manager are engaged. This offer also includes Policy and Project Managers who support a variety of policy projects and the legislative program, as well as all administrative support services for City Council and the Executive Management Team.

2.2 Management Internship Program - Funded **2013 - \$51,667**
2014 - \$53,006

The Management Internship provide an opportunity for a graduate student or recent graduate with an expressed interest in local government management, the opportunity for apply their knowledge and gain workplace experience. It also provides the organization with the benefits of fresh ideas and perspective of a recent public administration graduate. The Management Intern works on specific projects in a variety of City departments. While the Management Intern benefits from actual organizational and field experience, the City benefits from the work contributions of this position as well as a strengthened relationship to higher education institutions and enhanced succession planning opportunities.

2.3 Performance Excellence Program - Funded **2013 - \$119,298**
2014 - \$116,319

This offer provides resources to continue the Performance Excellence Program. The initiative to develop and implement strategy around Operational Excellence and a Culture of Innovation will enhance the ability to deliver better results in the seven Outcome Areas. The Performance Excellence program oversees execution of the High Performing Government Strategic Plan, utilizes six performance excellence focus teams to Build Organizational capacity, and is responsible to coordinate and submit a Timberline Application to Rocky Mountain Performance Excellence in spring 2013. There is a documented return on investment from this journey as shown in the results achieved by other organizations that have focused on similar evidence-based performance criteria.

HIGH PERFORMING GOVERNMENT

2.5 ENHANCEMENT: Policy and Project Management Additional Staffing - Funded **2013 - \$18,960**
2014 - \$19,455

This offer would increase the FTE of an existing Policy and Project Manager position from 0.8 FTE to 1.0 FTE. This position supports the special project work of the City Manager's Office, providing professional staff for project management, policy development and other administrative responsibilities within the department. This additional FTE will provide additional project management capacity within the City Manager's Office.

3.1 Engaging and Communicating with the Community and Employees - Funded **2013 - \$472,349**
2014 - \$472,657

This offer provides general services from the Communications and Public Involvement Office (CPIO), which manages and implements a variety of communication tools to make local government more transparent and accessible. Primary services are in the following areas: communication planning and implementation, graphic design, public engagement, media relations, special events, web content, employee communication and events, social media strategy and management, communication for the City Manager's Office, and crisis communication. This offer also includes programs such as CityWorks 101, the biennial Citizen Survey, and the State of the City Address, which engage residents and employees with their local government.

3.2 KFCG ENHANCEMENT: Public Engagement Program - Funded **2013 - \$35,276**
2014 - \$35,278

Summary

This offer includes the programmatic funding, including technology enhancements, that are needed to implement the highest priorities of the Public Engagement Strategic Plan.

The City of Fort Collins recognizes the importance of sincerely engaging residents in the development of policies, programs, and services. Community engagement is also the basis for building healthy, strong, and inclusive communities.

In 2011, City Council identified the need to develop a strategic framework for community involvement organization-wide. In response, City staff developed a Public Engagement Strategic Plan to accomplish the following goals: 1) better equip City staff to successfully manage public engagement projects, 2) foster an engaged citizenry, and 3) ensure accountability through improved reporting.

HIGH PERFORMING GOVERNMENT

3.3 ENHANCEMENT: Maintain Current Level of Communication Services - Funded **2013 - \$73,146**
2014 - \$74,983

This offer funds 1 existing FTE in the Communications and Public Involvement Office (CPIO). This FTE was originally funded by the Economic Health Department. However, due to organizational changes and changes in communication priorities, this position is supporting Citywide initiatives, not only those of Economic Health. Therefore, including this 1 FTE in the CPIO budget more accurately reflects the work in progress. For the next budget cycle, the majority of communication efforts will go toward supporting the Mason Corridor. The Mason Corridor and related construction is the biggest public works project in Fort Collins' history. The impacts are far reaching and diverse, and require strategic communications to keep residents informed and engaged in the project.

3.5 ENHANCEMENT: Mason Corridor Communication and Additional Communication Support - Funded **2013 - \$46,766**
2014 - \$46,766

This offer funds an hourly employee in the Communications and Public Involvement Office and \$25,000 for Mason Corridor communication. The hourly employee will be used to support Mason Corridor communication efforts including web updates, event planning, coordinating speaking events, social media updates and more. This .5 FTE will support the overall strategic efforts of the Communications and Public Involvement Office. This offer also includes \$25,000 for programmatic expenses including events logistics, marketing and promotional materials, and advertising.

4.1 Cable and Media Services - Funded **2013 - \$499,002**
2014 - \$504,698

An engaged community begins with an informed community. This offer funds basic services associated with City Cable 14 programming and media services. Key components include: equipment and staffing for live cablecasts of City Council Meetings, City Council Work Sessions, and Planning and Zoning Board deliberations; taped staff presentations for Council Work Sessions; one studio program each month; CrossCurrents; video support for internal employee engagement and training; and a limited amount of other programming. Cable 14 also provides live online video streaming and video on demand for all programming, as well as content management for the City's YouTube channel and video production services for other departments. Additionally, this offer includes cablecasting of County Commissioner meetings, County Land Use hearings, and other services designated and funded by the City's Intergovernmental Agreement (IGA) with Larimer County (which accounts for \$50,525). The offer includes \$110,000 of Public, Education and Governmental Access funds which are legally required to support Cable equipment. These funds are distributed to the City, Poudre School District, Colorado State University (CSU) and the Fort Collins Public Access Network (FCPAN).

4.2 ENHANCEMENT: Comcast Franchise Negotiation - Funded **2013 - \$140,000**
2014 - \$0

This offer provides funds to support the City of Fort Collins' franchise negotiations with Comcast Cable. The City of Fort Collins has a franchise agreement with Comcast Cable, which generates approximately \$1.3 million per year for the City's General Fund. This offer includes funding for external audits (financial and technical) to ensure that Comcast is complying with the obligation outlined in the Franchise Agreement. This offer also includes funding for consultant services to manage the complex negotiation process.

HIGH PERFORMING GOVERNMENT

13.1 Wood Street / 906 W. Vine Maintenance Shops - Funded **2013 - \$1,605,898**
2014 - \$1,608,437

This offer provides fleet maintenance and repair for City vehicles and equipment at the 835 Wood St. and 906 W. Vine shops. It includes the staffing and operational costs for preventive maintenance, repair, and new vehicle and equipment preparation (up fitting) performed at these locations.

13.2 Transfort Maintenance Shop - Funded **2013 - \$1,158,607**
2014 - \$1,218,598

This offer provides fleet maintenance and repair for Transfort buses, Dial-A-Ride and VanGO vehicles at the Transfort Maintenance shop located at 6570 Partner Rd. It includes the staffing and operational costs for preventive maintenance, repair, and new bus and vehicle preparation (up fitting).

13.3 Streets Maintenance Shop - Funded **2013 - \$515,242**
2014 - \$547,826

This offer provides fleet maintenance and repair for City vehicles and equipment at the Streets maintenance shops located at 625 Ninth St. It includes the staffing and operational costs for preventative maintenance, repair, and new vehicle and equipment preparation (up fitting).

13.4 Fleet Parts and Warehouse - Funded **2013 - \$1,955,508**
2014 - \$2,100,089

This offer provides automotive and heavy-duty parts, supplies and staff for City vehicles and equipment. It also provides the maintenance and upkeep on the Operation Services warehouse located at 518 N. Loomis.

13.5 General Fund Vehicle Replacement - Funded **2013 - \$30,591**
2014 - \$43,466

This offer provides a dedicated funding source for vehicles and equipment replacement for 100% General Fund departments in accordance with the City's replacement program. All of these vehicles will be debt financed for a five-year term.

13.6 Fleet Motor Pool and Equipment Rental - Funded **2013 - \$516,890**
2014 - \$525,338

This offer provides City-owned pool vehicles for employees to use for City business. Vehicles include cars, hybrid cars, pickup trucks, scooters, and vans. This offer also includes the coordination between City departments and rental agencies for equipment such as loaders, excavators, compressors, etc., that are not available through the City fleet.

HIGH PERFORMING GOVERNMENT

13.7 Fleet Fueling Services - Unleaded - Funded **2013 - \$2,009,447**
2014 - \$2,150,066

This offer provides unleaded fuel and fueling services for City vehicles and equipment. The fuel cost and the maintenance and environmental compliance at nine City fuel sites is included. This fuel is also available at numerous external fuel stations.

13.8 Fleet Fueling Services - Biodiesel - Funded **2013 - \$1,449,420**
2014 - \$1,544,410

This offer provides biodiesel fuel and fueling infrastructure for City vehicles and equipment. The fuel cost, the maintenance, and environmental compliance at ten City fuel sites are also included.

13.9 Fleet Fueling Services - Ethanol - Funded **2013 - \$203,598**
2014 - \$218,989

This offer provides Ethanol fuel at a 50% blend in 2013 and 30% blend in 2014 for City flex-fuel vehicles. A flex-fuel vehicle can operate on a 15% or more Ethanol blend. The City of Fort Collins will have about 150 vehicles that are considered flex-fuel by 2014. Ethanol, when used as a vehicle fuel, will increase energy security and significantly reduce harmful emissions and greenhouse gasses.

13.10 Fleet Fueling Services - Compressed Natural Gas and Propane - Funded **2013 - \$373,400**
2014 - \$372,986

This offer provides compressed natural gas and propane fuel and fueling services for City vehicles. Currently the City has 44 compressed natural gas vehicles (mostly buses) and 52 propane vehicles in the fleet. Compressed natural gas and propane are domestically available and are clean-burning fuels. Using compressed natural gas or propane as a vehicle fuel will increase energy security, significantly reduce harmful emissions and greenhouse gases, and improve public health and the environment.

The fuel cost and the maintenance and environmental compliance at two City fuel sites is included. Propane is also available at a few external fuel sites.

25.1 Accounting, Sales Tax & Treasury Services - Funded **2013 - \$1,770,975**
2014 - \$1,806,183

This offer funds four divisions within the City's Finance Department. The divisions include accounting and financial reporting, accounts payable and payroll services, sales and use tax collection including auditing, and treasury services for the City of Fort Collins, City Council, employees, citizens and debt holders. The Finance divisions also provide services to the Downtown Development Authority, Poudre Fire Authority, Urban Renewal Authority and the Poudre River Public Library District.

HIGH PERFORMING GOVERNMENT

25.2 Purchasing Services - Funded **2013 - \$488,054**
2014 - \$500,313

This offer funds the City's Purchasing Division. Services include purchasing goods for City departments, managing bids and requests for proposals, and promoting the use of sustainable purchasing practices. The Purchasing Division contracts for all supplies, materials and equipment required or used by the City, including businesses and enterprises operated by the City. Purchasing also manages the Purchasing Card (PCard) system for the City. All purchasing contracts and bid documents are provided to vendors and citizens online via Citydocs. Purchasing also provides an online vendor registration and bid distribution system. The Purchasing Division provides purchasing services for Poudre Fire Authority, the Poudre River Library District, the Downtown Development Authority and the North Front Range Metropolitan Planning Organization.

25.3 Financial Administration, Analysis and Budgetary Services - Funded **2013 - \$826,328**
2014 - \$814,605

Finance Administration oversees the financial programs and services provided by the City of Fort Collins. Financial Services has two primary responsibilities. The first is a fiduciary role to ensure that all accounting and financial entries are accurate, timely and follow all regulatory requirements. In addition, this fiduciary role ensures the safe keeping of all City assets and investments consistent with City Policy and State Statutes. This includes the development and implementation of fiscally sound management practices within the City, DDA, and URA combined debt portfolio of over more than million and cash assets of more than \$330 million.

The second is a financial advisory role to be the voice of expertise in all financial matters for the City across all service areas. The Finance organization (including the Finance staff) will lead the assessment of financial risk, evaluation of decision alternatives, cash flow modeling, decision analysis, etc., to help the operating organization have a better understanding of decision alternatives and risk leading to better decisions. The development of monthly operational and financial reporting to support resource prioritization, accountability, and executive level sharing of information is also a critical element. A broader range of budgetary services includes gathering and analyzing financial data and performance metric data, as well as driving the Budgeting for Outcomes process and Performance Measurement process.

25.4 Risk Management Services - Funded **2013 - \$2,992,212**
2014 - \$3,030,085

The Risk Management division provides risk management services to the City of Fort Collins and Poudre Fire Authority. This offer funds services that protect the entities' assets including employees, property and monetary funds. The preservation of City assets allows the organization to operate more efficiently by ensuring employees are able to perform their jobs safely, City property is adequately protected from catastrophic loss, and taxpayer dollars are not wasted on unnecessary and preventable claims. Specific services include liability, property and workers' compensation claims management, the employee safety program and Department of Transportation regulatory compliance program oversight for the entire City.

HIGH PERFORMING GOVERNMENT

25.5 ENHANCEMENT: Sales Tax Auditor - Funded **2013 - \$60,396**
2014 - \$76,233

This offer adds 1 FTE for a Sales Tax Auditor. This is a revenue positive position. This addition has a forecasted gross revenue increase of \$134,000 in 2013 and \$225,000 in 2014. The revenue can be expected to increase as the auditor gains experience in the position. The primary duties of this position are auditing for sales and use tax compliance. The position will also support the Sales Tax Division's efforts in education, licensing, sales and use tax collection and new business outreach.

25.8 ENHANCEMENT: Risk Management Technician - Funded **2013 - \$59,194**
2014 - \$60,752

This offer establishes the addition of 1 FTE in the role of claims administrator performing workers' compensation and liability claims administration, managing the health and safety monitoring program as described in Offer 25.9, and serving as a backup to the Department of Transportation coordinator who will be retiring in the next 2-4 years. This offer requests the use of self insurance reserves to fund this offer as a pilot program to improve performance measures.

25.9 ENHANCEMENT: Occupational Health Observations - Funded **2013 - \$100,000**
2014 - \$68,000

This offer provides funding to operate an employee safety and health improvement program that monitors employee health exposures that are not currently being performed consistently throughout the organization, and impacts the goals of improving safety performance for all employees throughout the City. This offer requests the use of self insurance reserves to fund this offer as a pilot program to improve performance measures.

25.10 ENHANCEMENT: Workplace Safety Initiative Fund - Funded **2013 - \$100,000**
2014 - \$100,000

This offer addresses safety hazards identified across the City through safety and liability audits. These uncorrected hazards have not been funded in the past by the departments where the hazards exist. This offer identifies each hazard and attaches a dollar figure required to correct each hazard.

25.11 ENHANCEMENT: Sales Tax Software - Funded **2013 - \$330,000**
2014 - \$30,000

This offer funds the purchase of new sales and use tax software. This replace an obsolete system that has limited life and capabilities with a new system that will enhance services to the business community and improve efficiencies to the Sales Tax Division. Through an effective software solution, businesses will be able to effectively, economically, instantly and securely remit sales and use tax payments. A new system will also create revenue collection efficiencies and provide for improved reporting. Accurate and timely revenue collection is an essential function of a high performing city government.

HIGH PERFORMING GOVERNMENT

25.12 ENHANCEMENT: Grant Compliance Administrator - Funded **2013 - \$64,408**
2014 - \$86,840

The Grant Compliance Administrator will be responsible for two essential parts of the grant administration process: grant compliance and grant fund sourcing. The Grant Compliance Administrator will collaborate with all City departments within the organization in reviewing active grants and the requirements of those grants to ensure the City is in full compliance with all grant conditions, including all applicable local, state, and federal rules and regulations. The Administrator will be responsible for working with all City departments to ensure reporting and record-keeping obligations are met, and will interact regularly and cooperate closely with the Finance Department.

This position will also be active in identifying grant funding sources, researching the application process, and coordinating efforts with the appropriate, eligible department to ensure any potential grant is fiscally and conditionally feasible and will serve the best interest of the City and its citizens. This will include leveraging resources from the entire organization to provide innovative, enhanced financial solutions to meet any grant local match requirements that can sustain, expand, and enhance any capital needs and services that benefit our citizens.

26.1 IT Application Core Services - Funded **2013 - \$347,323**
2014 - \$358,236

This offer covers ongoing operations and maintenance of existing computer software and databases, support and implementation of City IT-related projects, and staff associated with this work. This offer provides fundamental technology services and support, which automate business processes and activities. This offer supports the work of all City departments and staff, as well as the staff of City partners (Poudre Fire Authority, Fort Collins Housing Authority, Poudre River Public Library District, and others) .

27.1 GIS Core Services - Funded **2013 - \$453,695**
2014 - \$508,824

This offer provides delivery of Geographic Information System (GIS) services for the City and its community partners. This offer covers professional software licensing, data creation and analysis, shared data delivery and printing services, user support and training, map products and printing, and spatial database hosting for a variety of City applications and programs. GIS staff covered in this offer provide ongoing support for existing programs, including emergency notification and 911 dispatch, and new projects. This offer provides fundamental technology services and support, which automate business processes. This offer supports the work of all City departments and staff, as well as the staff of City partners (Poudre Fire Authority, Fort Collins Housing Authority, Poudre River Library Public District, Larimer Emergency Telephone Authority, Larimer County Sheriff's Office, and others).

HIGH PERFORMING GOVERNMENT

28.1 IT Enterprise Resource Planning (ERP) Core Services - Funded **2013 - \$747,021**
2014 - \$798,856

This offer provides ongoing operations and maintenance of the City's Enterprise Resource Planning (ERP) system, including staff, training, support, licensing costs, software maintenance, and troubleshooting. ERP is the technology that supports primary business activities of the City's Finance and Human Resources Departments; it specifically supports electronic accounts payable/receivable, employee time tracking, compensation and leave, asset tracking and management, purchasing functions, job vacancies and applications, and more. This offer supports the work of all City departments and staff, as well as the staff of City partners (Poudre Fire Authority, Fort Collins Housing Authority, Poudre River Public Library District and others).

28.2 IT Enterprise Resource Planning (ERP) Services Cyclical Software Replacement - Funded **2013 - \$250,000**
2014 - \$0

This offer provides for the cyclical upgrade of the City's Enterprise Resource Planning (ERP) system, JDEdwards (JDE). Oracle, the supplier of the City's ERP system provides clients with periodic updates to the system in order to deliver enhancements and tools, allowing the City to keep its systems current, supportable, and in line with technology advances. This offer provides technology services, which support the work of all City departments and staff, as well as the staff of City partners (Poudre Fire Authority, Fort Collins Housing Authority, Poudre River Public Library District and others).

28.3 ENHANCEMENT: IT Enterprise Resource Planning (ERP) Analyst, Data Warehousing, and Enhanced Reporting - Funded **2013 - \$77,127**
2014 - \$72,411

This enhancement offer requests an additional ERP Analyst to support data warehousing and enterprise reporting, which will be a primary support mechanism to enable much more robust data management, reporting and performance measurement services. This offer provides technology services, which support the work of all City departments and staff, as well as the staff of City partners (Poudre Fire Authority, Fort Collins Housing Authority, Poudre River Public Library District and others).

29.1 E-Government Core Services - Funded **2013 - \$397,768**
2014 - \$309,882

This offer supports the ongoing services related to e-Government, including Websites, intranet sites and applications within the City of Fort Collins. This offer covers staff time maintaining sites and applications, time for research and project development, support of unique department interfaces, software maintenance, and troubleshooting. This offer provides fundamental technology services and support, which automate business processes and activities. This offer supports the work of all City departments and staff, as well as the staff of City partners (Poudre Fire Authority, Fort Collins Housing Authority, Poudre River Public Library District and others).

HIGH PERFORMING GOVERNMENT

29.2 KFCG ENHANCEMENT: E-Government Contract Services - Funded **2013 - \$61,400**
2014 - \$61,200

The e-Government workload has increased over the past few years with no additional staff resources to address the requests. This enhancement offer requests contract assistance to work through e-Government project backlog. This offer provides technology services, which supports the work of all City departments and staff, as well as the staff of City partners (Poudre Fire Authority, Fort Collins Housing Authority, Poudre River Public Library District and others).

30.1 IT Land Development System - Funded **2013 - \$262,904**
2014 - \$272,446

This offer covers the City's Land Development Tracking System (DTS) program. DTS provides a single point of access to the organization's business processes related to land development and construction review, integrating various City functions that previously relied on independent software applications and/or separate databases. DTS supports online building permit processes, an application specific to code enforcement, and support for development review, engineering permits, contract licensing, and construction inspections. This offer covers staff, database support, hardware and software maintenance, and other operating expenses. DTS is funded by an administrative surcharge applied to fees collected through the system.

31.1 Enterprise Document Management - Funded **2013 - \$227,664**
2014 - \$235,202

This offer provides ongoing maintenance and support for the City's electronic document management system (EDMS). This offer covers application and technical support, shared licensing, and staff to provide central support, coordinate upgrades and training, and provide overall system maintenance. In addition to supporting department needs such as documentation of building and development, purchasing records, and police records, EDMS also holds records related to City Council, the City Attorney, HR, the City Clerk, Risk Management, Utilities, and the Municipal Code and Charter.

32.1 Email Core Services - Funded **2013 - \$87,008**
2014 - \$89,872

This offer provides the technical resources required to maintain and operate an enterprise email system of approximately 1,800 accounts for the organization. This includes the following: systems management resources, account administration, e-mail spam filtering, web access, and 24/7 end-user support.

Email has not only become the organization's communication mechanism of choice, it has become a necessary utility supporting the daily business activities, processes and workflows of the City. This offer provides technology services, which support the work of all City departments and staff, as well as the staff of City partners (Poudre River Public Library District, Fort Collins Housing Authority and others).

HIGH PERFORMING GOVERNMENT

33.1 Voice Core Services - Funded **2013 - \$879,848**
2014 - \$900,716

This offer funds operations and maintenance of the City's telephone communication systems and the Utility Services customer Call Center. Staffing resources, hardware and software maintenance contracts, commercial carrier infrastructure fees, and targeted technical support are required for the cost-effective provision of telephone, voice mail, paging, call recording, and telephony integrations. Staff continue to be responsible to maintain and support the organization's stand-alone, 30-year-old PBX system through the end of 2013, in addition to their responsibilities for constructing and maintaining the network-integrated Voice over Internet Protocol (VoIP) technology. This offer is funded by monthly telephone billing charges paid by other City departments. This offer supports the work of all City departments and staff, as well as the staff of City partners (Fort Collins Housing Authority and others).

33.2 Voice Cyclical Hardware and Software Replacement - Funded **2013 - \$127,385**
2014 - \$94,534

This offer covers the standard cyclical replacement of hardware and software for the Voice Services Business Unit. Funding supports a strategic transition from the legacy PBX telephone system to network-integrated Voice over Internet Protocol (VoIP) technology. Skilled staff maintains the aging PBX telephony platform through stockpiling an inventory of obsolete parts and repurposing critical system components replaced during the various phases of VoIP migration. This process minimizes maintenance and repair costs for the legacy system and preserves investment dollars for current technology. Transition is scheduled for completion at the end of 2013. This offer provides fundamental technology services and support, which automate business processes and activities. This offer supports the work of all City departments and staff, as well as the staff of City partners (Fort Collins Housing Authority and others).

33.3 ENHANCEMENT: VoIP Design and Implementation Support - Funded **2013 - \$452,640**
2014 - \$0

Major projects such as Mason Corridor and Utilities Advanced Meter Fort Collins initiatives have consumed a significant amount of Network and Voice personnel time. This has delayed the VoIP transition. This enhancement offer provides funds for external resources to complete the VoIP transition. (Equipment funding for this transition is requested in Offer 33.2.) This offer will be funded using IT Reserves. This offer provides fundamental technology services and support, which automate business processes and activities. This offer supports the work of all City departments and staff, as well as the staff of City partners (Poudre Fire Authority, Fort Collins Housing Authority, Poudre River Public Library District and others).

HIGH PERFORMING GOVERNMENT

34.1 Network Core Services - Funded **2013 - \$851,411**
2014 - \$876,839

This offer provides the resources necessary to manage and support the data network that underpins Citywide customer service. The organization's network is a high-speed data transport system that hosts advanced telephone systems, call center operations, public safety dispatch, water and wastewater treatment operations, fcgov.com, JDE financials, HR functions, City Clerk support for boards and commissions, City Council sessions, Municipal Court, Recreation registration, Traffic Operations, transportation services, and much more. This offer includes staffing to manage and maintain the existing network, design new and remodeled facility networks, manage projects, create strategic architecture, and provide cyber security for the City's systems and their users. This offer supports the work of all City departments and staff, as well as the staff of City partners.

34.2 Network Cyclical Hardware and Software Replacement - Funded **2013 - \$239,500**
2014 - \$51,000

This offer covers the standard cyclical replacement of hardware and software for the Network Services Business Unit. This offer provides fundamental technology services and support, which automate business processes and activities. This offer supports the work of all City departments and staff, as well as the staff of City partners (Poudre Fire Authority, Fort Collins Housing Authority, Poudre River Public Library District and others).

34.4 ENHANCEMENT: Enterprise Wireless Access - Funded **2013 - \$77,500**
2014 - \$9,000

This offer provides funds for additional wireless access points to be installed in City Buildings, in order to address the increasing demand for easily accessible wireless services. This offer provides fundamental technology services and support, which automate business processes and activities. This offer supports the work of all City departments and staff, as well as the staff of City partners (Poudre Fire Authority, Fort Collins Housing Authority, Poudre River Public Library District and others).

34.5 ENHANCEMENT: Senior Network Engineer - Funded **2013 - \$129,573**
2014 - \$126,427

This offer provides the Utilities Data Communications program with additional IT Department network engineering services necessary to support various departmental operations. Specific IT services supported by this offer include technical configuration and management of fiber optic, Tropos WIFI and other network components, water treatment control communications, and network security engineering. The offer provides funding for a service level enhancement equivalent to that provided by 1 FTE Senior Network Engineer, although the services will be provided by a cross-trained team instead of a single individual. This support model will not only help meet existing core Utilities Services needs, but will enable the new Tropos wide area WIFI network to support other City missions in addition to utility meter reading.

HIGH PERFORMING GOVERNMENT

35.1 Data Management Core Services - Funded **2013 - \$881,587**
2014 - \$923,619

This offer provides staff and operating resources to support the enterprise data systems infrastructure. Critical components include servers, data storage equipment, and security management systems. The City's technology-based services, such as Oracle financials, fcgov.com, GIS and the Traffic Management System, are built on this platform. Funding for this offer sustains the performance and availability of these and hundreds of other application programs and databases through equipment asset management, maintaining organization-wide data storage and backup systems, providing file and print services, and managing data security. This offer provides fundamental technology services and support, which automate business processes and activities. This offer supports the work of all City departments and staff, as well as the staff of City partners (Poudre Fire Authority, Fort Collins Housing Authority, Poudre River Public Library District and others).

35.2 Data Management Cyclical Hardware Replacement - Funded **2013 - \$231,000**
2014 - \$171,380

This offer covers the standard cyclical replacement of hardware and software for the Data Management Services Business Unit. The infrastructure inventory covered by this funding includes 225 physical and virtual servers, 121 Terabytes of data storage, an enterprise data backup system, and a server blade system supporting virtualization.

36.1 IT Client Core Services - Funded **2013 - \$827,252**
2014 - \$848,328

This offer funds ongoing support for the City's IT Helpdesk, on-site technical support services, software license management, and PC/laptop computer replacement operations. Averaging more than 1,000 calls per month, the Helpdesk is the City organization's first point of contact for employees with technology questions, issues or requests. All software installed on employee computers must be accurately managed to ensure the City maintains absolute compliance with copyright laws. Staff maintains software asset inventories and documentation proving legal ownership of installed products. Hardware asset management occurs through maintenance of a computer asset database, assessing application software and hardware requirements, building a standards-based environment, evaluating hardware specifications and industry trends, and planning for innovation. This offer provides fundamental technology services and support, which automate business processes and activities. This offer supports the work of all City departments and staff, as well as the staff of City partners (Poudre Fire Authority, Fort Collins Housing Authority, Poudre River Public Library District and others).

36.2 IT Client Cyclical Hardware and Software Replacement - Funded **2013 - \$293,532**
2014 - \$285,216

This offer covers the standard cyclical replacement of hardware and software for the Customer Technology Support Business Unit, including personal computers and virtual desktop infrastructures (VDI). This offer provides fundamental technology services and support, which automate business processes and activities. This offer supports the work of all City departments and staff, as well as the staff of City partners (Fort Collins Housing Authority and others).

HIGH PERFORMING GOVERNMENT

37.1 IT Administration Core Services - Funded **2013 - \$468,944**
2014 - \$479,698

This offer funds the departmental management and the executive oversight functions for the City's collective Information Technology programs. This includes IT governance, project portfolio management, financial management, communications and administrative support. This offer supports the work of all City departments and their staff, as well as the staff of City partners (Poudre River Public Library District, Fort Collins Housing Authority, Poudre Fire Authority, Larimer Emergency Telephone Authority, and others).

39.1 Facilities Project Management, Planning & Design - Funded **2013 - \$410,236**
2014 - \$420,219

This offer provides project management services for new building construction, building remodels, and major building repairs. Among the services provided to City departments are construction technical assistance, space planning and design, project budgeting, construction management, site master planning, and development of long-range facilities plans.

Funding for this offer is self generated through billing specific capital projects or departments for their requested services.

39.3 ENHANCEMENT: Master Planning and Redevelopment of Block 32 - Funded **2013 - \$135,000**
2014 - \$109,000

This offer provides incremental funding for conceptual and preliminary designs and site work related to the redevelopment of Block 32 (the block where the 215 N. Mason City office building is located).

41.1 Real Estate Services - Funded **2013 - \$489,903**
2014 - \$502,143

Real Estate Services provides accurate, timely, and cost-effective services to meet land acquisition needs of other City departments and projects.

42.1 Building Utilities and Energy Management - Funded **2013 - \$393,910**
2014 - \$406,563

This offer funds utility costs (Electric, Natural Gas, Water, Wastewater, and Storm Drainage) for 22 General Fund-supported City buildings and for energy conservation and management functions related to tracking, managing, reporting, and reducing utility costs in 74 City buildings.

HIGH PERFORMING GOVERNMENT

45.1 Building Maintenance and Repair Services - Funded **2013 - \$2,713,957**
2014 - \$2,763,426

This offer provides for general repairs and alterations of City buildings and systems (electrical, lighting, plumbing, parking lots, fire and alarm systems, interior finishes, floor and wall coverings, ceiling tile, and elevators). Building maintenance and repair also includes hazardous materials abatement for remodels and Americans with Disabilities Act (ADA) compliance.

45.2 Building Operations and Custodial Services - Funded **2013 - \$866,526**
2014 - \$893,913

This offer provides various building operation and custodial services at most City facilities.

45.3 Major Building Maintenance & Repair - Funded **2013 - \$502,250**
2014 - \$480,800

This offer provides funding for one-time specific General Fund building maintenance and repairs costing \$20,000 or more. Included within this offer is the replacement of heating, ventilation and air conditioning (HVAC) systems, boilers, building roofs, parking lots and other costly building systems. Upkeep of these systems helps ensure that City buildings are environmentally safe, energy efficient and functional for all employees and the public to use.

45.4 Building HVAC & Control Systems Maintenance and Repair Services - Funded **2013 - \$1,315,329**
2014 - \$1,353,779

This offer provides for general day-to-day maintenance and repairs of City heating, ventilation, and air conditioning (HVAC) systems, and energy management control system (EMCS). This offer also includes managing and maintaining City buildings' access control, management of the City's ID card function, and administrative support.

46.1 Internal City Mail Services - Funded **2013 - \$206,000**
2014 - \$212,650

This offer provides for the handling and delivery of City inter-office mail, freight, express mail, parcel receipts, and shipments for all City Departments. This service is contracted to a local vendor (The Feet, Inc.) and is managed by Operation Services.

47.1 Facilities Services Administration - Funded **2013 - \$380,454**
2014 - \$390,885

This offer funds administrative staff to perform management functions for these work groups: Project Management; Building Repairs and Maintenance; Heating, Ventilation and Air Conditioning (HVAC) and Control Systems; Aquatics Maintenance; and Real Estate Services.

HIGH PERFORMING GOVERNMENT

47.2 Fleet Services Administration - Funded **2013 - \$493,683**
2014 - \$431,374

This offer funds administrative and management functions for these Fleet Services work groups: Wood Street/906 W. Vine Maintenance Shops, Transfort Maintenance Shop, Streets Maintenance Shop, Fleet Parts and Warehouse, Fleet Fueling Services, and Fleet Motorpool and Equipment Rental.

68.1 City Clerk and Passport Services - Funded **2013 - \$561,375**
2014 - \$577,910

This offer funds the daily operations of the City Clerk's Office, which provides internal support to the City Council and the entire City organization, enabling the City to provide effective local governance. The City Clerk's Office also provides wide-ranging services to the public, from identifying a citizen's Council representative to functioning as a passport application acceptance facility (on behalf of the U.S. Department of State).

68.2 Municipal Election Funding - Funded **2013 - \$168,675**
2014 - \$1,500

This offer funds the April 2013 regular municipal election. At that election, voters will elect a Mayor and Council representatives in Districts 1, 3, and 5. In addition, minimal funding is provided in 2014 for year-end costs associated with preparation for the April 2015 election.

87.1 Planning, Development & Transportation Administration - Funded **2013 - \$610,853**
2014 - \$621,215

This offer funds the Administrative Office of Planning, Development and Transportation (PDT), including the Director; Budget, Policy & Communications Manager; Executive Administrative Assistant; and two Communications Team members (1.3 FTE). The PDT Service Unit is comprised of seven departments including Community Development and Neighborhood Services, Engineering, Parking Services, Streets, Traffic Operations, Transfort, and Transportation Planning. PDT has more than 250 employees and a total budget of more than \$50 million. PDT Administration leads the operations of all community planning functions, the Development Review Center, and transportation-related functions including transit, capital construction, traffic operations, and street maintenance. The leadership function is essential to achieving goals, strategies and action items reflected in Plan Fort Collins as well as Economic Health, Safe Community, Neighborhood Livability, and Transportation Outcome Areas. This offer is submitted to High Performing Government due to the broad and encompassing nature of PDT services. Please note: this offer also includes mandatory GERP contributions and investment charges for the Transportation Fund.

HIGH PERFORMING GOVERNMENT

89.1 Utilities Commercial Accounts and Communications - Funded **2013 - \$1,182,032**
2014 - \$1,227,898

Included in this offer are Utilities commercial accounts and customer communication services. This offer includes marketing and communication strategies for Utilities projects and programs, event planning, coordination of a variety of outreach methods, and management of the Utilities Website. This offer supports Utilities operations and policies with education and outreach programs promoting energy and water conservation. Internal communications support for Utilities employees is included in this offer, as well as services and support for commercial accounts (key accounts, large commercial and industrial customers, and medium and small business customers).

89.3 Utilities Customer Support & Accounts - Funded **2013 - \$3,365,487**
2014 - \$3,418,173

Included in this offer are Utilities customer support and customer accounts services, including the call center, billing, field services, cashiering, and credit and collections. Utilities Customer Support employees provide a primary point of contact for Utilities customers. Customer support staff at 117 N. Mason St. and the Utility Service Center (700 Wood St.) respond to customer inquiries by phone, in person and electronically. Employees help customers establish or discontinue service, make payments, understand bill and service options, sign up for Utilities programs and services, and resolve issues. Customer service representatives at the Utility Service Center also are responsible for answering the City switchboard. Customer Accounts staff is responsible for ensuring customers are billed accurately for their utility services, and collecting and managing the revenue generated by the bills.

89.4 Utilities Meter Reading - Funded **2013 - \$447,157**
2014 - \$164,535

The Meter Reading Section performs meter reading services for scheduled routes as well as for customer move-in/move-out read requests. As time permits, the meter reading section works on obtaining "skipped" reads resulting from technical and access problems so as to reduce the number of estimated bills. Each month, the meter readers visit more than 97,000 meters while maintaining high accuracy levels on their reads.

HIGH PERFORMING GOVERNMENT

89.5 Utilities Safety, Security & Wellness - Funded

2013 - \$793,291

2014 - \$708,502

This offer funds Health, Safety and Security program initiatives for Utilities. The offer will maintain the educational awareness and proactive safety measures for the five areas of the Utility. The Utilities OSHA recordable record has been above the OSHA standards. Providing educational programs for employees will help reduce the DART rate (days away restricted or transferred) as well as the RAF (Recordable Accident Frequency), while empowering employees to take an active role in their own safety. In 2011 the Utility offered more than 100 educational trainings addressing a wide range of health and safety issues, and it would be beneficial for this to continue. Purchasing safety equipment and materials will support our employees in the job activities that are usually high risk, strenuous, or otherwise prone to accidents. These are examples of the proactive approach that is desired and requested.

Use of industry experts such as ergonomic and work fitness professionals assist Utility Safety staff with proper working techniques, such as the existing stretching program for the meter readers.

Security of our important assets such as employees, materials and critical infrastructure is essential to everyday operations. In 2013, the Utility will complete the third and final phase of its Security Project at the Utilities Service Center. This phase will include completion of camera installation and motion detection.

90.1 Utilities Financial Operations & Asset Management - Funded

2013 - \$1,632,086

2014 - \$1,680,567

This offer provides funding for the Utilities Financial Operations department and the Utilities Strategic Financial Planning department. These departments work collaboratively with each other and the City's Finance department to provide financial services and financial management for the four utility enterprise funds (Light and Power, Water, Wastewater, and Stormwater) and the Utilities Customer Service and Administration Fund.

90.2 ENHANCEMENT: Utilities Business Process and Billing System Evaluation - Funded

2013 - \$75,000

2014 - \$75,000

This offer funds a study of business and operational practices within the Utilities including a study of current billing systems. With implementation of the Smart Grid, Utilities will be able to discontinue many processes and streamline many others. This study will look for ways to improve customer satisfaction, address sustainability issues and improve internal efficiencies given the changes brought about by the new Smart Grid system. This offer was previously funded in the 2011-2012 budget cycle, but resource limitation prevented it from being done.

HIGH PERFORMING GOVERNMENT

90.3 ENHANCEMENT: Utilities Customer Relationship Management Application - Funded **2013 - \$0**
2014 - \$150,000

The Utilities need to maintain accurate customer information for managing key accounts and improving services provided to all customers. Additionally, the customer contact information will be used for targeted marketing strategies. A Customer Relationship Management (CRM) system will enable the Utilities to track all of its educational, outreach, and other special programs to our customers. A CRM system will enhance the on-going relationships that Utilities has with its customers. This offer was previously funded in the 2011-2012 budget cycle, but resource limitation prevented it from being done.

90.4 Utilities Executive Director & 21st Century Utility - Funded **2013 - \$923,715**
2014 - \$925,100

This offer includes funding for the Utilities Executive Director's office, which sets strategic direction for Fort Collins Utilities (Water, Wastewater, Stormwater, and Light and Power).

The 21st Century Utilities initiative helps Utilities maintain and support programs that align business practices and operations with environmental, social and economic stewardship.

90.5 Utilities Support Services & Grounds Maintenance - Funded **2013 - \$1,332,120**
2014 - \$1,368,293

This offer provides funding for shared building support services at the Utilities Service Center, as well as other payments and transfers required from the Utilities Customer Service and Administration Fund (CS&A) that are not attributable to any specific CS&A Fund department or division. A wide variety of shared services are included in the offer including monthly utilities and telecommunications, pool cars for staff, after-hours security services, janitorial services, lawn maintenance and snow removal, copier rental, and general postage. Payments to other funds include a supplemental payment to the General Employees Retirement Plan (GERP) and the Administrative payment to the City's General Fund.

HIGH PERFORMING GOVERNMENT

91.1 Utilities Information Technology - Funded

2013 - \$3,390,302

2014 - \$4,075,251

IT Application Services (Utilities) provides technical support for more than 100 business applications used daily by all of the Utilities (Light and Power, Water Resources, Water Distribution, Stormwater, Wastewater, Water Treatment Plant and Water Quality Lab). Approximately 20 of these applications are considered critical for the operations of the Utilities. The Customer Billing system for Utilities is a key system. The team is also currently implementing the Advanced Meter Fort Collins program for the City, which includes two new extensive and complex business applications (Meter Data Management system and the Headend System). This program is a \$30M dollar effort (\$15M from the Department of Energy). The staff regularly provides technical guidance and implementation expertise when the Utilities decides to go to innovative new business applications. Some examples of services performed include:

- * Technical workshop participation
- * Business process workshop participation
- * Technical specification definition
- * Application Development
- * Application Integration (interfacing between systems)
- * Using Service Oriented Architecture tool for all integrations, which speeds up delivery time and allows for ease of incorporating additional new systems in the future.
- * Integration with existing or new business processes
- * Application upgrades and patch installation
- * Testing of new systems and upgrades
- * Coordination of user testing
- * Release of new applications to production

91.2 ENHANCEMENT: IT Computing Security & Utility Infrastructure Maintenance - Funded

2013 - \$172,776

2014 - \$176,978

*IT Security Specialist:

With the Advanced Meter Fort Collins program funded at 50% by the Department of Energy, the Utilities is required to enhance IT computing security relating to the Advanced Meter solutions. Cyber security is increasingly important in any business due to the proliferation of cyber attacks. Smart Grid security is of utmost importance. The threats and vulnerabilities continue to change and grow at a very high rate. A trained IT professional is needed to enhance and document processes surrounding cyber security and to assist in on-going monitoring and mitigation of risks associated with cyber security at an operational day-to-day level.

*Utilities Infrastructure (Asset) Maintenance IT Specialist:

The Utilities recently completed an RFP process for selection of a system to manage maintenance of all the Utilities infrastructure components for water distribution, stormwater, water treatment, and all electric infrastructure. While the Utilities has selected a vendor, the IT Applications team at Utilities does not have adequate bandwidth to assist with the project due to other on-going demands. We would add a technical headcount to assist with this strategic Asset Management program and provide on-going support to this Enterprise level business system.

HIGH PERFORMING GOVERNMENT

111.1 ENHANCEMENT: Utilities Knowledge Transfer - Funded **2013 - \$230,000**
2014 - \$254,007

This offer funds the Utilities Knowledge Transfer program. Fifty-four percent of Utilities employees are 50 years old or older; 22 percent are 60 years of age or older and average more than 27 years of service. A significant number of these seasoned employees, including several senior managers, have unique job responsibilities, knowledge and skills that are not duplicated elsewhere in the organization. If a key employee were to leave without Utilities capturing his/her unique knowledge and experience, it could negatively impact Utilities and our customers. To address this concern identified in the Utilities 21st Century Initiative, an employee task force was appointed to develop and implement strategies to mitigate this risk for all Utility positions requiring specialized knowledge and skills. While some of this risk is indeed related to pending retirement, other risk factors include the lack of redundancy and backup. This offer will provide additional personnel services funding to implement the task force's recommendations related to knowledge transfer and provide a transition for the 2013 retirement of the Utilities Executive Director.

176.1 Legal Services - Funded **2013 - \$1,380,271**
2014 - \$1,403,187

This offer maintains Charter-mandated services from the City Attorney's Office (CAO). The CAO seeks to provide exceptional legal services to the City organization at a reasonable cost. Virtually every aspect of City operations relies to some extent upon the delivery of these services.

176.2 ENHANCEMENT: Enhanced Legal Services - Funded **2013 - \$183,386**
2014 - \$205,469

This offer is designed to supplement Offer 176.1: Legal Services to fund Charter-mandated services provided by the City Attorney's Office at their current level. In 2013, the offer provides an additional .25 FTE administrative support position and a new paralegal to assist the attorneys in the office. In addition, the offer includes a new attorney in 2014. One-time office remodeling expenses required to accommodate these new positions are also included, as well as incidental non-personnel costs associated with the new positions.

HIGH PERFORMING GOVERNMENT

193.1 Human Resources Administration - Funded **2013 - \$1,268,506**
2014 - \$1,301,846

This offer funds key, foundational Human Resource (HR) services including:

- Recruitment – Attract and acquire talent
- Employee Compensation – Pay that is fair, competitive and market-based
- Administrative Support Services – Records management, budget monitoring, customer service
- Human Resources Information Systems – Automate and integrate HR functions; record, report and retain employment records
- Talent/Reward – Web-based talent management system (performance and learning)
- Strategic Partnership – Strategic and operational support of departments; value-added partnership among HR, supervisors and employees
- Performance Management – Manage individual performance; align employees' work with City objectives

It also requests additional ongoing funding of \$25,000 per year for costs (license and fees) associated with a recruitment applicant tracking system. (Dependent on Offer 193.2.)

193.2 Recruitment Software - Funded **2013 - \$45,000**
2014 - \$0

Services include job postings, applicant screening, selection, management tracking of entire process. This offer provides enhanced recruitment services through the purchase of an electronic Applicant Tracking Tool to streamline and manage the recruitment process, pre-screen applications so managers only receive those that most closely meet the position's required qualifications, and streamline and simplify the requisition process, significantly reducing the time to post.

Finally, this offer includes branding and on-boarding to enhance the candidate and new-hire experience and to promote/market the City as an employer of choice. These two services require the purchase of the Applicant Tracking Tool.

HIGH PERFORMING GOVERNMENT

193.6 ENHANCEMENT: Compensation Manager - Funded

2013 - \$58,067

2014 - \$57,192

This offer creates a new 1.0 FTE Compensation Manager position within the Human Resources (HR) Department. Prior to 2005, there was a Compensation Manager and a Benefits Manager. As part of the City reduction in force in 2005, a manager position was eliminated and employee compensation and benefits responsibilities were bundled under the management of one Compensation and Benefits Manager. This offer removes compensation responsibilities from the current position and reinstates a position that will address growing demands related to compensation management. This offer funds 60% of total position costs; the remainder is funded with existing HR resources.

Personnel costs account for approximately \$109 million of the City's budget. These costs include employee compensation and employee benefits. Employee compensation is a critical component of retaining a high performing City workforce. In order to dedicate the time and resources needed to continue to implement best practices employee compensation programs, as well as to address complex and growing demands of benefits administration, compensation needs to be managed separately.

194.1 Learning & Organizational Development Administration - Funded

2013 - \$224,933

2014 - \$230,783

The Learning & Organizational Development Division's primary role is facilitating the organization's strategic discussion regarding its business needs and closely aligning the "people development" activities and programs to the organization's current and future business needs. The secondary role is operational, administering and delivering the learning and development activities, programs and services to attract, retain and sustain the City's workforce. Thirdly, the Learning & Development Division is a partner to the Human Resources Department and the City Manager's Office, and works collaboratively with co-workers to meet individual, department, and organizational need. Lastly, this offer is closely linked to Offer 194.6: Enhancement: City's Strategic Plan & System Integration designed to align the organization's strategic objectives to the numerous internal systems.

HIGH PERFORMING GOVERNMENT

194.2 ENHANCEMENT: Collaborative Leadership Development Programs - Funded **2013 - \$100,000**
2014 - \$100,000

The Collaborative Leadership Development Program includes two levels to categorize, in broad terms, the experiences, behaviors and awareness of the employees selected. Each level of the leadership development program can accommodate 24-30 participants. The Leadership Development Program Lead 1.0 is designed to build skills for emerging and beginning leaders; and Lead 3.0 is designed to build skills for advanced leaders. The following program components include but are not limited to:

- * 360-Degree Leadership Competency Assessment online tool and interpretative training
- * Measurement tool to evaluate Return on Investment (ROI) or program outcomes
- * Personality preference indicator and interpretative training
- * Individual professional, business coaching
- * Learning activities, including classroom/online training, seminars, publications, homework, shadow experiences, job rotation, etc.
- * Collaboration/team projects or stretch assignments

Currently, Larimer County and Poudre School District are interested in offering Lead 1.0 in 2013 and 2014; however, there is uncertainty whether the two agencies will have the resources to collaborate with the City of Fort Collins to deploy Lead 3.0 programs for 2013 and 2014. The total amount for two programs represents the cost to the City of Fort Collins, with some anticipated participation from Poudre School District.

194.3 ENHANCEMENT: Manager/Supervisor 360 Assessment - Funded **2013 - \$55,850**
2014 - \$55,850

This offer funds the implementation of a 360-degree feedback assessment for supervisors, managers and directors. This offer is closely linked to the City's Strategic Plan & System Integration offer (194.6), as the results of that consultative work will establish the foundation for identifying and mapping workforce capabilities that will produce the competencies that will be used in the 360-Assessment process. This offer will fund the development and deployment of a 360-degree assessment for approximately 40 supervisors in 2013 and approximately 325 supervisors in 2014. It will also fund process training for supervisors and employees.

The project objectives include:

- Determine the most effective approach to deploy a 360-degree feedback assessment that is aligned with the leadership capabilities identified through the Strategic Plan & System Integration offer process.
- Create an organization change and communication plan.
- Identify external training resources and partner to design the process and curriculum for training specific levels of supervision in the organization.
- Deploy training for specific levels of managers.

The City of Fort Collins is interested in working with a leadership development expert to deploy a supervisory/manager 360-degree process for the purpose of professional growth and development, as component of our talent management system.

HIGH PERFORMING GOVERNMENT

194.6 ENHANCEMENT: City's Strategic Plan & System Integration - Funded **2013 - \$75,000**
2014 - \$25,000

In 2011, the Performance Excellence Initiative was launched to review the organization's leadership, strategic planning, customer focus, workforce focus, and operations focus, and to review our results, identify gaps, and support efforts to strengthen the organization's framework of systems. Within the last year, the organization's leaders designed and deployed a Strategic Plan, which outlines the two priorities and the objectives that govern all the work and activities of the organization. The convergence of these two initiatives has revealed a need to connect the strategic objectives and the organizational systems to support the objectives; consequently, the processes in the organization may not adequately support the systems that impact the workforce. The primary purpose of this offer is to fund resources to take the organization's current frameworks (Performance Excellence and the Strategic Plan) and identify and integrate the systems to supports these frameworks. Additionally, once the systems are aligned to the strategic objectives, leadership and performance competencies can be identified, and behavioral standards for the workforce can be identified and developed, which will drive and support current and proposed workforce programs and services. This offer collaborates with Offer 2.3 and is dependent on Offer 194.1.

196.1 Benefit Programs and Services - Funded **2013 - \$20,712,149**
2014 - \$21,693,243

This offer funds a variety of employee retirement, health, and benefits programs, as well as the administration of these programs. The City's Benefit Program provides employees and their families with a variety of benefit plans. Employee benefits are funded by a combination of City, PFA, Library District, DDA, MPO, and HA funding, as well as employee contributions. Employer and employee contributions are evaluated each year against the market and adjustments are made as appropriate. Administrative costs and claims remain fairly flat over the last 5 years, resulting in lower rate increases than regional and national predictions.

City staff collaborates to administer benefit plans for multiple entities. We establish vendor relationships, manage contracts and act as liaisons between insurance vendors and employees. We manage employee eligibility and enrollment, program compliance, healthcare reform mandates, electronic data transfers, retirement education, audits, market analysis, etc. Staff contracts with a Benefits Consultant to advise on trends, national changes, plan performance and to provide actuarial services.

196.2 Wellness Program - Funded **2013 - \$211,489**
2014 - \$212,710

This offer provides funding for employee education and programs including on-site health screenings, health assessments, online and telephonic behavior change programs, training, on-site flu shots, fitness rooms, and ergonomic assessments. The Wellness Program is designed to help the City achieve and sustain organizational excellence. This offer funds program costs, a Wellness Manager and an hourly Wellness Technician.

HIGH PERFORMING GOVERNMENT

227.1 Collective Bargaining Agreement - Legal Support - Funded **2013 - \$50,000**
2014 - \$50,000

Beginning January 2006 the City entered into an agreement with Lodge #3 Colorado Fraternal Order of Police (FOP) to bargain collectively to contractually set compensation, and other terms and conditions of employment for bargaining unit members. A contract is negotiated every two years. This offer requests funding for legal services associated with contract negotiations, grievances and appeals.

238.1 Sustainability Services Area Leadership - Funded **2013 - \$338,860**
2014 - \$346,089

This offer provides the resources and funding for Sustainability Services leadership and oversight. It includes the staff and support to pursue and implement policies and programs of City Council related to sustainability in the three areas of environmental health, economic health, and social health. Leadership will facilitate cross departmental communications and collaboration, effective community engagement, and development of measurable performance outcomes related to air quality, waste diversion, homelessness, poverty, FortZED, employment, business retention, and more. This Offer has direct responsibility for creating a culture of sustainability within the City organization and the overall community.

238.2 KFCG ENHANCEMENT: Sustainability Strategic Plan - Funded **2013 - \$100,000**
2014 - \$20,000

One of the primary tasks of the Sustainability Services Area is to understand the many good efforts that are already underway across the City; add high impact programs; and create a strategic, comprehensive and durable sustainability plan. In February 2012, a Sustainability Strategic Plan Charrette was held with about 40 City employees. The charrette engaged employees from virtually every department of the City and was devoted to beginning the development of a strategic plan for sustainability. The charrette outcome establishes the framework for a Community Sustainability Strategic Plan, but it has not yet been vetted with the public, nor the rest of the municipal organization. This proposal is to capitalize on the work from the charrette to further refine the plan into a comprehensive community Sustainability Strategic Plan, and begin implementation of the findings.



High Performing Government

Fort Collins exemplifies an efficient, innovative, transparent, effective and collaborative city government.

Primary Factors

Active and Engaged Community

Effective Local Governance

Engaged and Innovative Workforce

Secondary/Causal Factors

- Provide a range of public engagement methods
- Provide opportunities for community involvement
- Communicate effectively
- Promote collaboration
- Support volunteerism
- Inform citizens of City services, policies plans, and direction

- Transparent and accountable
- Maintain public trust
- Fiscal responsibility
- Provide administrative support for City leadership
- Outstanding customer service
- Promote civility, inclusion and diversity
- Value continuous improvement and innovation
- Provide exceptional support services
- Forge partnerships to create opportunities
- Safeguard community assets

- Create a culture of innovation
- Embrace organizational core values
- Cultivate diverse, effective leadership
- Foster knowledge transfer
- Promote succession planning
- Value work/life balance
- Invest in professional and personal development
- Provide competitive, fair compensation
- Invest in employee health and safety



High Performing Government Request for Results

Team Members

Chairperson:	Carol Webb, Utility Services
Budget Liaison:	Jolene Buxman, Financial Services
Communications Liaison:	Carol Workman, Police Services
Members:	Tracy Ochsner, Operation Services
	Ginger Purvis, Light and Power Operations Services
	Lindsay Ex, Community Development & Neighborhood Services
	Clint Andrews, Information Technology
	Stacy Baumgarn, Citizen Participant

Result

Fort Collins exemplifies an efficient, innovative, transparent, effective and collaborative city government

Introduction/Summary of Results Map

The High Performing Government Results Team focused on aligning the Request for Results Map with Plan Fort Collins and the 2012-2014 Organizational Strategic Plan. To determine performance measures and targets, we reviewed the 2010 Citizen Survey, the Q14 Employee Survey, and the Community Scorecard. Various strengths and opportunities for improvement, highlighted within the 2011 Rocky Mountain Performance Excellence Feedback Report, are woven throughout the indicators and associated measures and targets to provide a systematic approach to continuous improvement.

We approached the Request for Results both as employees and as citizens keeping in mind our responsibility to the public and the trust they place in our hands. We focused on fiscal strength, transparency in our business practices and collaboration and partnerships.

Human Resources provided insights on employee engagement and innovation. They provided a report by BlessingWhite on how employee engagement is the responsibility of the entire workforce. We also reviewed the 2010 HR Strategic Planning and Performance Measurement document. The team saw importance in recognizing diversity in our community and organization and reviewed the 2004 Diversity Plan.

We discussed the Internal Support Services Survey as it directly relates to the delivery of exceptional support services. Furthermore our team felt it was necessary to discuss and mention the importance of supporting our elected officials and how collaboration and partnerships are critical to our organizations success.

Indicators

Indicator 1: Citizens are engaged [listened to, informed and involved] in local government. Inform and engage all citizens utilizing innovative and diverse engagement methods designed to be timely, inclusive, accessible and incorporate world-class technology.

Measures:

1. Citizen Survey: Ratings of City Government
 - The job the City does at informing citizens
 - The job the City does at welcoming citizen involvement
 - The job the City does at listening to citizensTarget: 70% or greater very good or good ratings and above or much above national and front range comparisons
2. Participation in Boards and Commissions
 - Vacancy rates for Boards and Commissions
 - Number of applications for open positionsTarget 1: Boards and Commissions vacancies filled within 3 months
Target 2: At least two applications for every vacant position
3. Citizen Volunteers and volunteer hours
Target: Increase over current 75 Full Time Equivalents (FTE's) volunteer hours

Indicator 2: The City provides exceptional customer service to an exceptional community**Measures:**

1. Access Fort Collins Requests
Target: Median resolution time of 2.5 business days for cases with a maximum of 10 business day resolution time.
2. Utilities Customer Survey
 - A company you can trust
 - Overall quality of customer serviceTarget: 80% or better "A" or "B" ratings
3. Citizen Survey: Ratings of City Government
 - The overall quality of City Services
 - The job City employees do making you feel valued as a customerTarget: 70% or greater good or very good ratings and above or much above national and front range comparisons.

Indicator 3: The City balances desired service levels against changing costs and revenues and promotes a diverse revenue stream.**Measures:**

1. City Bond Credit Rating - A bond credit rating is an indicator of the City's overall financial strength, the amount of debt, the fund balance reserves, and the confidence in the City's revenue stream.
Target: A City Bond Credit Rating equal to Standard & Poor's AAA Credit Rating for Municipal Bonds.
2. Citizens Survey – Ratings of City Government
 - The job the City is doing at providing efficient operation of programs and servicesTarget: 70% or greater good or very good ratings and above or much above national and front range comparisons.

Indicator 4: The City attracts, engages and retains a high quality creative workforce with a diverse set of skills.

Measures:

1. Employee Survey (Q14) – Employee engagement
 - Question 3 – I believe my opinions are valued
 - Question 5 – I have a trusted friend in the City in whom I can confide
 - Question 6 – I have the materials, equipment and information to do my job
 - Question 7 – I get a chance to do what I do best, almost every day in my job
 - Question 11 – Within the last six months, the City has provided me opportunities to learn and growTarget: 75% or greater somewhat agree or strongly agree ratings

2. Citizen Survey - City Employee Ratings:
 - Courtesy
 - Knowledge
 - Overall impression
 - Making you feel valued
 - PromptnessTarget: 70% or greater good or very good ratings and above or much above national and front range comparisons.

Indicator 5: Succession planning and knowledge management practices, where appropriate, are embedded in the organization.

Measures:

1. Promotional rates
 - Percentage of positions posted internally versus externally
 - Percentage of internal vs. external hiresTarget - 50% of identified positions are initially advertised internal to the organization.

Indicator 6: Leadership is effective when it drives employee engagement and facilitates outstanding performance.

Measures:

1. Employee Survey (Q14) - Leadership
 - Question 1 – I know what my supervisor needs from me
 - Question 2 – My supervisor, or someone in the City, cares about me
 - Question 3 – I believe my opinions are valued
 - Question 4 – I believe my supervisor, or someone at work, is committed to my career development
 - Question 8 - My work team is recognized for their efforts
 - Question 12 - I can see a clear link between my job and the city's vision and missionTarget: 75% or greater somewhat agree or strongly agree ratings

2. Leadership Assessment
Target: 75% or greater rating on individual 360 leadership assessments

Indicator 7: A safe and well workforce is essential to achieving operational excellence.

Measures:

1. OSHA Recordable Accident Frequency (RAF) rate
Target: Equal to or better than the industry benchmark
2. Employee Well Days wellness program participation
 - Number of employees who participate in the Well Days program
 - Average number of Well Days earned per program participant
 - Average annual health claim cost for employees participating in the Well Days Incentive Program vs. employees not participating in Well DaysTarget 1: At least 70% of employees participating in Well Days
Target 2: At least 2.5 average Well Days earned per program participant

Indicator 8: Effective, efficient, innovative internal services facilitate world-class outcomes.

Measure:

1. Internal Services Survey
 - Overall quality of the support service provided
 - Overall timeliness of the support service provided
 - The overall performance of the support service providedTarget: 75% or greater good or excellent ratings and above benchmark comparison

Purchasing Strategies

We are looking for offers that:

1. Align with the City's organizational strategic plan, support the key strategic priorities of operational excellence and a culture of innovation, and contribute to achieving key strategic plan measures and targets.
 - Effective Local Governance
 - Engaged and Innovative Workforce
 - Active and Engaged Community
2. Incorporate the "Triple Bottom Line" of environmental, economic and social concepts of sustainability and provide appropriate services at sustainable levels.
 - Effective Local Governance
 - Engaged and Innovative Workforce
 - Active and Engaged Community
3. Leverage outside funding and resources, are self-sustaining or implement a cost recovery model.
 - Effective Local Governance
4. Foster engagement, equity and diversity across Boards, Commissions and other volunteer endeavors.
 - Active and Engaged Community
5. Develop and enhance key partnerships that are mutually beneficial, provide opportunities for innovation, maximize efficiency and support a learning community. Such partnerships may include educational institutions, public and private organizations and adjacent local governments.

- Active and Engaged Community
 - Effective Local Governance
6. Provide long-term solutions to address challenges and opportunities related to fiscal sustainability – balancing revenues, expenditures, risk (liability), and community expectations, specifically addressing diversification of the revenue base and building long-term financial strength.
 - Effective Local Governance
 7. Establish and enhance a culture of outstanding customer service while delivering services that are responsive to customer needs.
 - Effective Local Governance
 8. Provide opportunities to promote civility, inclusion and diversity within our government and in the community.
 - Effective Local Governance
 - Engaged and Innovative Workforce
 - Active and Engaged Community
 9. Improve the ultimate customer experience, e.g., proactive solutions, response times, reliability and accessibility.
 - Effective Local Governance
 - Engaged and Innovative Workforce
 10. Build leadership capacity in the organization, improve leadership effectiveness and communication skills and support leadership development.
 - Engaged and Innovative Workforce
 - Effective Local Governance
 11. Reward high performance and encourage performance improvement in creative and innovative ways.
 - Engaged and Innovative Workforce
 12. Promote and invest in employee health and safety.
 - Engaged and Innovative Workforce
 13. Provide productive workspaces for employees to think creatively and including alternative and flexible workplace options.
 - Engaged and Innovative Workforce
 - Effective Local Governance
 14. Provide and support learning and training opportunities that invest in the workforce to achieve desired organizational outcomes and assist employees in career development.
 - Engaged and Innovative Workforce
 15. Support and maintain systems to track and report on key organizational measures and outcomes
 - Effective Local Governance

Sources, Reports and Related Major Plans

The High Performing Government Results team reviewed a variety of sources to identify the components that will ensure Fort Collins, as described by City Council, exemplifies an efficient,

innovative, transparent, effective and collaborative city government. These sources, as indicated in the introduction, include:

- Citizen Survey
- Community Scorecard
- Internal Support Services Survey
- Human Rights Resolution
- Community Scorecard
- Diversity Plan
- 2011 Rocky Mountain Performance Excellence (RMPEX/aka CPEX) Feedback Report
- Council Workshop Notes, 2012

Major City plans that relate to the High Performance Government area include:

- Plan Fort Collins
- The 2012-2014 HPG/Organizational Strategic Plan

The team also invited representatives from Human Resources, Community and Public Involvement, and the Performance Excellence Program Manager to share their insights on related topics. In addition, the team consulted with Risk Management, Finance, and Wellness staff to determine appropriate measures and targets for the key indicators.

We are guided by the fact that our City Vision, Mission and Values underscore what is expected of every City employee as he/she goes about serving our community:

- Our Vision: We are passionate about creating a vibrant, world class community
- Our Mission: Exceptional service for an exceptional community
- Our Values: Outstanding service, innovation and creativity, respect, integrity, initiative, collaboration and teamwork, stewardship

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SAFE COMMUNITY

Fort Collins provides a safe place to live, work, learn, and play.

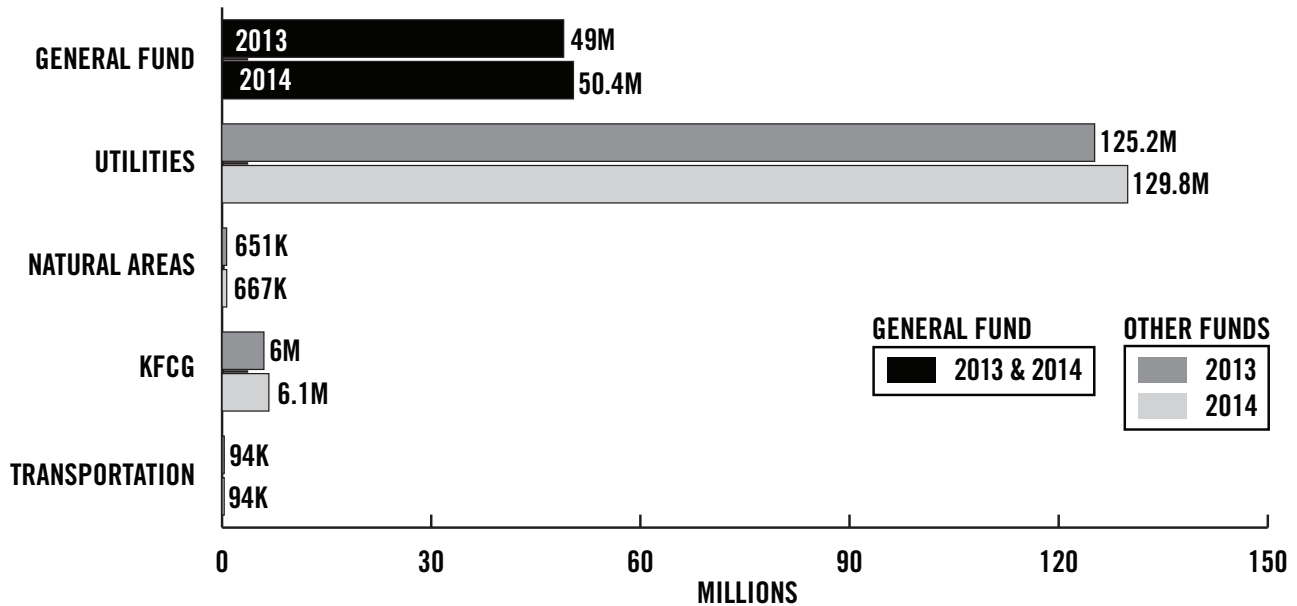




Safe Community

2013 GENERAL FUND & OTHER FUNDS – 180.9M
 2014 GENERAL FUND & OTHER FUNDS – 187.1M

- Police
- Fire
- Electric
- Stormwater



OVERVIEW

Public safety services are one of the most highly rated priorities in the community. This budget maintains the level of police and fire services that were supported by the voters in the 2010 Keep Fort Collins Great initiative. In addition to Police patrol, investigations and communications/dispatch, the budget funds Neighborhood Policing efforts, School Resource Officers and the Crime Lab. Similarly, funding is included for core Poudre Fire Authority operations, as well as limited enhancements for electronic data management, and Emergency Medical Services (EMS) iPhone app, and emergency management.

Also included in the Safe Community Result Area are core Utilities Light and Power operations and Stormwater operations. Purchased electric power is the biggest element of the Light and Power program, along with general operations and capital projects such as the Southwest Annexation Electric System. Major Stormwater programs include operations, capital construction/engineering, and master planning. The final component of this Result Area is the Natural Areas Ranger Program. Funded by the .25% dedicated sales tax, this program provides crime prevention and emergency response along 125 miles of public trails throughout the City's Parks and Natural Areas system.

FUNDING SOURCES

The Safe Community Result Area encompasses programs which have multiple funding sources. Utility rate revenues fund Light and Power and Stormwater programs. General Fund revenues fund Police Services and Poudre Fire Authority, and the Natural Areas Rangers are funded through a portion of the dedicated .25% Open Space Tax.

A significant revenue change which affects this Result Area is the recommended electric rate increase. Electric revenues will increase 4.33% in 2013 and 3.5% in 2014 based on bulk power purchase agreements with Platte River Power Authority, renewable energy purchases, and capital improvement projects. There will be no increases for Stormwater rates in 2013 or 2014.

KEY PURCHASES

- Police Patrol, Investigations, Communications, Administration and overall operations
- Poudre Fire Authority services and programs
- Stormwater Utility operations and capital projects
- Electric Utility purchased power and operations
- Natural Areas Ranger Program
- Graffiti Abatement
- Office of Emergency Management

ENHANCEMENTS PURCHASED (Includes Capital Projects)

- Office of Emergency Management hourly staff support
- PFA Electronic Data Management
- Emergency Medical Services (EMS) iPhone App
- New Positions:
 - Crime Analyst (1 FTE)
 - Property and Evidence Technician (1 FTE)
 - Investigative Services Technical Specialist (1 FTE)
 - Utilities Telecom Systems Administrator (1 FTE)

EXAMPLES OF SERVICE ENHANCEMENTS NOT PURCHASED

- Restore attrition firefighter position
- Utilities Service Center Emergency Operations Improvements
- PFA Accreditation Manager
- PFA Deputy Fire Marshal
- Police Services Front Desk Security & Training Clerk

Drilling Platform - Ranked Offers by Outcome

Budget Years: 2013 - 2014

SAFE COMMUNITY - 2013

Offer	Offer Cost Total	Offer Funding			
		GENERAL FUND Dedicated	GENERAL FUND Ongoing	OTHER FUNDS	RESERVES
23.1 Electric Field Services	4,707,778	0	0	4,707,778 <i>Light & Power Fund</i>	0
57.1 Purchase Energy from Platte River Power Authority	78,471,555	0	0	78,471,555 <i>Light & Power Fund</i>	0
83.6 Patrol Division	11,004,678	0	11,004,678	0	0
129.6 Police Dispatch - Poudre Emergency Communications Center	2,566,723	252,000 <i>Ambulance Contract</i>	2,314,723	0	0
177.1 Stormwater Master Planning, Floodplain Administration and Maintenance	3,255,938	0	0	3,255,938 <i>Stormwater Fund</i>	0
172.1 Stormwater Payments and Transfers	7,274,082	0	0	7,274,082 <i>City of Fort Collins Stormwater Fund</i>	0
182.1 Boxelder Basin Regional Stormwater Authority	255,000	0	0	255,000 <i>Stormwater Fund</i>	0
202.1 West Vine Stormwater Channel & Forney Detention Pond	1,000,000	0	0	1,000,000 <i>Stormwater Fund</i>	0
222.14 Poudre Fire Authority Emergency Operations	12,526,408	0	12,526,408	0	0
222.5 KFCG: Poudre Fire Authority Emergency Operations	2,294,050	0	0	2,294,050 <i>Keep Fort Collins Great Fund</i>	0
223.1 PFA Office of Emergency Management	123,842	0	123,842	0	0

Drilling Platform - Ranked Offers by Outcome

Budget Years: 2013 - 2014

SAFE COMMUNITY - 2013

Offer	Offer Cost Total	Offer Funding			
		GENERAL FUND Dedicated	Ongoing	OTHER FUNDS	RESERVES
241.1 Utility Locating Operations	520,188	0	0	520,188 <i>Utility CS&A Fund</i>	0
129.5 Police Records, Property and Evidence	1,996,659	0	1,996,659	0	0
153.1 Investigative Services	4,347,962	0	4,347,962	0	0
133.1 KFCG: Neighborhood Policing	1,383,890	0	0	1,383,890 <i>Keep Fort Collins Great Fund</i>	0
56.1 Light & Power Payments and Transfers	15,263,566	0	0	15,263,566 <i>Light & Power Fund</i>	0
222.2 Poudre Fire Authority Community Safety and Services	1,035,918	0	1,035,918	0	0
222.4 Poudre Fire Authority Training	619,208	0	619,208	0	0
222.13 Poudre Fire Authority Operations Maintenance	721,293	0	721,293	0	0
190.1 Police Administration	857,551	0	841,882	0	15,669 <i>General Fund</i>
77.1 Municipal Court General Caseload	487,638	0	487,638	0	0
78.1 Municipal Court Camera Radar/Red Light Caseload	73,012	73,012 <i>Camera Radar</i>	0	0	0
44.1 Utilities in Police Buildings	248,000	0	248,000	0	0
173.1 Crime Prevention and Emergency Services for City Trails and Natural Areas	650,957	0	0	650,957 <i>Natural Areas Fund</i>	0
219.1 KFCG: Police Criminal Investigative Services	1,135,146	0	0	1,135,146 <i>Keep Fort Collins Great Fund</i>	0

Drilling Platform - Ranked Offers by Outcome

Budget Years: 2013 - 2014

SAFE COMMUNITY - 2013

Offer	Offer Cost Total	Offer Funding			
		GENERAL FUND Dedicated	GENERAL FUND Ongoing	OTHER FUNDS	RESERVES
83.2 Patrol Fleet: Operations, Maintenance, Fuel and Oil	963,978	0	963,978	0	0
16.1 Police Vehicle Replacement	393,835	0	393,835	0	0
219.2 KFCG: Investigations Vehicle Purchase, Management, Maintenance and Fuel	144,800	0	0	0	144,800
					<i>Keep Fort Collins Great Fund</i>
171.1 KFCG: Police Information Services	424,720	0	0	424,720	0
					<i>Keep Fort Collins Great Fund</i>
153.3 Investigations Fleet Management, Maintenance and Fuel	229,321	0	229,321	0	0
180.1 Stormwater Master Planning	225,000	0	0	225,000	0
					<i>Stormwater Fund</i>
222.1 Poudre Fire Authority Administration	1,633,370	0	1,633,370	0	0
222.3 Poudre Fire Authority Operations Support	75,309	0	75,309	0	0
198.1 Stormwater Capital Drainage System Improvements	262,870	0	0	262,870	0
					<i>Stormwater Fund</i>
192.1 Police Hiring and Ongoing Training	843,091	0	843,091	0	0
24.1 Light & Power System Additions & Replacements	8,883,147	0	0	3,597,997	5,285,150
					<i>Light & Power Fund</i>
83.1 Community Service Officers	635,819	0	635,819	0	0
23.2 Electric Standards Engineering	925,475	0	0	925,475	0
					<i>Light & Power Fund</i>

Drilling Platform - Ranked Offers by Outcome

Budget Years: 2013 - 2014

SAFE COMMUNITY - 2013

Offer	Offer Cost Total	Offer Funding			
		GENERAL FUND Dedicated	GENERAL FUND Ongoing	OTHER FUNDS	RESERVES
23.3 Electric Substations, System Design & Control	1,428,970	0	0	1,428,970	0
				<i>Light & Power Fund</i>	
23.4 Electric Systems Engineering	226,494	0	0	226,494	0
				<i>Light & Power Fund</i>	
23.5 Light & Power Administration & General Operations	613,859	0	0	613,859	0
				<i>Light & Power Fund</i>	
142.1 Traffic Enforcement	780,984	252,900	423,084	0	105,000
		<i>Traffic Calming Surcharge</i>			<i>General Fund</i>
114.1 Electric Substation Improvements	200,000	0	0	0	200,000
					<i>Light & Power Fund</i>
129.2 Colorado Regional Information Sharing Project	413,291	0	194,291	0	219,000
					<i>General Fund</i>
153.2 School Resource Officers	1,073,690	550,000	523,690	0	0
		<i>PSD Revenue for SRC</i>			
83.3 SWAT and Crisis Negotiation	131,161	0	131,161	0	0
151.1 Poudre School District Crossing Guard Funding Agreement	94,350	0	0	94,350	0
				<i>Transportation Fund</i>	
171.3 KFCG ENHANCEMENT: Crime Analyst	94,545	0	0	94,545	0
				<i>Keep Fort Collins Great Fund</i>	
171.2 KFCG ENHANCEMENT: Property and Evidence Technician	75,244	0	0	75,244	0
				<i>Keep Fort Collins Great Fund</i>	

Drilling Platform - Ranked Offers by Outcome

Budget Years: 2013 - 2014

SAFE COMMUNITY - 2013

Offer	Offer Cost		Offer Funding			
	Total	Dedicated	GENERAL FUND Ongoing	OTHER FUNDS	RESERVES	
129.1 Police Information Services	1,921,757	0	1,921,757	0	0	
142.2 Camera Radar and Red Light Program	646,281	596,988 <i>Camera Radar</i>	0	0	49,293 <i>General Fund</i>	
190.2 Police Logistics	213,135	0	213,135	0	0	
192.2 Police Internal Affairs Office	209,466	0	209,466	0	0	
219.3 KFCG ENHANCEMENT: Investigative Services, Technical Services Specialist	100,180	0	0	100,180 <i>Keep Fort Collins Great Fund</i>	0	
223.2 ENHANCEMENT: PFA Office of Emergency Management	120,500	0	120,500	0	0	
202.3 Harmony Flood Mitigation Feasibility and Preliminary Design	400,000	0	0	0	400,000 <i>Stormwater Fund</i>	
23.6 ENHANCEMENT: Utilities Telecom Systems Administrator	99,076	0	0	99,076 <i>Light & Power Fund</i>	0	
83.4 North Range Behavioral Health Contract	97,966	0	97,966	0	0	
117.1 Utilities Computerized Maintenance Management System	1,099,517	0	0	718,388 <i>Water Fund Wastewater Fund Stormwater Fund</i>	381,129 <i>Light & Power Fund</i>	
201.1 Poudre Fire Authority Capital Projects	535,095	0	535,095	0	0	
83.7 Larimer Humane Society Contract	843,985	0	843,985	0	0	

Drilling Platform - Ranked Offers by Outcome

Budget Years: 2013 - 2014

SAFE COMMUNITY - 2013

Offer	Offer Cost Total	Offer Funding			
		GENERAL FUND Dedicated	GENERAL FUND Ongoing	OTHER FUNDS	RESERVES
181.1 Stormwater Developer Repayments	100,000	0	0	100,000 <i>Stormwater Fund</i>	0
169.1 Graffiti Abatement Program	98,664	0	98,664	0	0
83.8 Juvenile Detention and Transport Services Contract	68,107	0	68,107	0	0
129.4 Police Services Crime Lab	252,875	0	252,875	0	0
44.2 Police Contracted Custodial Services	97,430	0	97,430	0	0
222.6 KFCG ENHANCEMENT: Poudre Fire Authority Electronic Data Managment	124,523	0	0	0	124,523 <i>Keep Fort Collins Great Fund</i>
222.11 ENHANCEMENT: Emergency Medical Services (EMS) Smartphone Application	75,000	0	75,000	0	0
133.2 KFCG: Patrol Vehicle Purchase, Management, Maintenance and Fuel	189,736	0	0	0	189,736 <i>Keep Fort Collins Great Fund</i>
Funded Offers	180,887,658	1,724,900	46,849,140	125,199,318	7,114,300
222.12 ENHANCEMENT: Attrition Firefighter Position	106,659	0	106,659	0	0
116.1 ENHANCEMENT: Replace Electric Design Software	750,000	0	0	0	750,000 <i>Light & Power Fund</i>
83.5 ENHANCEMENT: Police SWAT Training and Robot	26,000	0	26,000	0	0
157.1 ENHANCEMENT: Utilities Emergency Operations Center	80,000	0	0	40,000 <i>Light & Power Fund Stormwater Fund</i>	40,000 <i>Water Fund Wastewater Fund</i>

SAFE COMMUNITY - 2013

Offer	Offer Cost Total	Offer Funding			
		GENERAL FUND		OTHER FUNDS	RESERVES
		Dedicated	Ongoing		
222.9 ENHANCEMENT: Poudre Fire Authority Public Educator	35,000	0	35,000	0	0
129.3 ENHANCEMENT: Police Services Front Desk Security	98,132	0	98,132	0	0
192.3 ENHANCEMENT: Police Services Training Clerk	49,482	0	49,482	0	0
153.4 ENHANCEMENT: Property Crimes Detective	142,300	0	142,300	0	0
222.7 ENHANCEMENT: Poudre Fire Authority Division Chief	151,000	0	151,000	0	0
222.10 ENHANCEMENT: Poudre Fire Authority Accreditation Manager	126,001	0	126,001	0	0
222.8 ENHANCEMENT: Poudre Fire Authority Deputy Fire Marshal	135,500	0	135,500	0	0
192.4 ENHANCEMENT: .25 FTE Police Supply Clerk	13,500	0	13,500	0	0
Unfunded Offers	1,713,574	0	883,574	40,000	790,000
Total Offers	182,601,232	1,724,900	47,732,714	125,239,318	7,904,300

Drilling Platform - Ranked Offers by Outcome

Budget Years: 2013 - 2014

SAFE COMMUNITY - 2014

Offer	Offer Cost Total	Offer Funding			
		GENERAL FUND Dedicated	GENERAL FUND Ongoing	OTHER FUNDS	RESERVES
23.1 Electric Field Services	4,812,867	0	0	4,812,867 <i>Light & Power Fund</i>	0
57.1 Purchase Energy from Platte River Power Authority	82,181,690	0	0	82,181,690 <i>Light & Power Fund</i>	0
83.6 Patrol Division	11,375,621	0	11,375,621	0	0
115.1 Southwest Annexation Electric Transfer Phase 4	300,000	0	0	0	300,000 <i>Light & Power Fund</i>
129.6 Police Dispatch - Poudre Emergency Communications Center	2,652,841	254,500 <i>Ambulance Contract</i>	2,398,341	0	0
177.1 Stormwater Master Planning, Floodplain Administration and Maintenance	3,334,785	0	0	3,334,785 <i>Stormwater Fund</i>	0
172.1 Stormwater Payments and Transfers	7,398,052	0	0	7,398,052 <i>City of Fort Collins Stormwater Fund</i>	0
182.1 Boxelder Basin Regional Stormwater Authority	265,000	0	0	265,000 <i>Stormwater Fund</i>	0
222.14 Poudre Fire Authority Emergency Operations	12,784,947	0	12,784,947	0	0
222.5 KFCG: Poudre Fire Authority Emergency Operations	2,341,680	0	0	2,341,680 <i>Keep Fort Collins Great Fund</i>	0
223.1 PFA Office of Emergency Management	126,398	0	126,398	0	0
241.1 Utility Locating Operations	532,837	0	0	532,837 <i>Utility CS&A Fund</i>	0

Drilling Platform - Ranked Offers by Outcome

Budget Years: 2013 - 2014

SAFE COMMUNITY - 2014

Offer	Offer Cost Total	Offer Funding			
		GENERAL FUND Dedicated	GENERAL FUND Ongoing	OTHER FUNDS	RESERVES
129.5 Police Records, Property and Evidence	2,045,983	0	2,045,983	0	0
153.1 Investigative Services	4,444,570	0	4,444,570	0	0
133.1 KFCG: Neighborhood Policing	1,484,677	0	0	1,484,677	0
				<i>Keep Fort Collins Great Fund</i>	
56.1 Light & Power Payments and Transfers	15,693,990	0	0	15,693,990	0
				<i>Light & Power Fund</i>	
222.2 Poudre Fire Authority Community Safety and Services	1,057,299	0	1,057,299	0	0
222.4 Poudre Fire Authority Training	631,988	0	631,988	0	0
222.13 Poudre Fire Authority Operations Maintenance	736,180	0	736,180	0	0
202.2 Northeast College Corridor Outfall Water Quality Pond	1,100,000	0	0	1,100,000	0
				<i>Stormwater Fund</i>	
190.1 Police Administration	873,561	0	857,757	0	15,804
					<i>General Fund</i>
77.1 Municipal Court General Caseload	499,865	0	499,865	0	0
78.1 Municipal Court Camera Radar/Red Light Caseload	74,951	74,951	0	0	0
		<i>Camera Radar</i>			
44.1 Utilities in Police Buildings	254,800	0	254,800	0	0
173.1 Crime Prevention and Emergency Services for City Trails and Natural Areas	666,713	0	0	666,713	0
				<i>Natural Areas Fund</i>	
219.1 KFCG: Police Criminal Investigative Services	1,183,300	0	0	1,183,300	0
				<i>Keep Fort Collins Great Fund</i>	

Drilling Platform - Ranked Offers by Outcome

Budget Years: 2013 - 2014

SAFE COMMUNITY - 2014

Offer	Offer Cost Total	Offer Funding			
		GENERAL FUND Dedicated	GENERAL FUND Ongoing	OTHER FUNDS	RESERVES
83.2 Patrol Fleet: Operations, Maintenance, Fuel and Oil	1,032,116	0	1,032,116	0	0
16.1 Police Vehicle Replacement	640,386	0	640,386	0	0
219.2 KFCG: Investigations Vehicle Purchase, Management, Maintenance and Fuel	147,392	0	0	0	147,392
					<i>Keep Fort Collins Great Fund</i>
171.1 KFCG: Police Information Services	434,223	0	0	434,223	0
					<i>Keep Fort Collins Great Fund</i>
153.3 Investigations Fleet Management, Maintenance and Fuel	247,120	0	247,120	0	0
180.1 Stormwater Master Planning	150,000	0	0	150,000	0
					<i>Stormwater Fund</i>
222.1 Poudre Fire Authority Administration	1,667,082	0	1,667,082	0	0
202.4 River District Stormwater Project/Jefferson Street Design	100,000	0	0	100,000	0
					<i>Stormwater Fund</i>
222.3 Poudre Fire Authority Operations Support	76,863	0	76,863	0	0
198.1 Stormwater Capital Drainage System Improvements	253,970	0	0	253,970	0
					<i>Stormwater Fund</i>
192.1 Police Hiring and Ongoing Training	861,349	0	861,349	0	0
24.1 Light & Power System Additions & Replacements	9,330,688	0	0	3,872,303	5,458,385
				<i>Light & Power Fund</i>	<i>Light & Power Fund</i>
83.1 Community Service Officers	662,305	0	662,305	0	0

Drilling Platform - Ranked Offers by Outcome

Budget Years: 2013 - 2014

SAFE COMMUNITY - 2014

Offer	Offer Cost Total	Offer Funding			
		GENERAL FUND Dedicated	GENERAL FUND Ongoing	OTHER FUNDS	RESERVES
23.2 Electric Standards Engineering	982,552	0	0	982,552 <i>Light & Power Fund</i>	0
23.3 Electric Substations, System Design & Control	1,472,760	0	0	1,472,760 <i>Light & Power Fund</i>	0
23.4 Electric Systems Engineering	231,886	0	0	231,886 <i>Light & Power Fund</i>	0
23.5 Light & Power Administration & General Operations	842,403	0	0	842,403 <i>Light & Power Fund</i>	0
142.1 Traffic Enforcement	796,118 <i>Traffic Calming Surcharge</i>	260,958	450,160	0	85,000 <i>General Fund</i>
114.1 Electric Substation Improvements	175,000	0	0	0	175,000 <i>Light & Power Fund</i>
129.2 Colorado Regional Information Sharing Project	420,615	0	201,615	0	219,000 <i>General Fund</i>
153.2 School Resource Officers	1,103,833 <i>PSD Revenue for SRC</i>	565,000	538,833	0	0
83.3 SWAT and Crisis Negotiation	131,261	0	131,261	0	0
151.1 Poudre School District Crossing Guard Funding Agreement	94,350	0	0	94,350 <i>Transportation Fund</i>	0
171.3 KFCG ENHANCEMENT: Crime Analyst	89,211	0	0	89,211 <i>Keep Fort Collins Great Fund</i>	0

Drilling Platform - Ranked Offers by Outcome

Budget Years: 2013 - 2014

SAFE COMMUNITY - 2014

Offer	Offer Cost Total	Offer Funding			
		GENERAL FUND Dedicated	Ongoing	OTHER FUNDS	RESERVES
171.2 KFCG ENHANCEMENT: Property and Evidence Technician	72,648	0	0	72,648	0
				<i>Keep Fort Collins Great Fund</i>	
129.1 Police Information Services	1,940,643	0	1,940,643	0	0
142.2 Camera Radar and Red Light Program	693,963	555,049 <i>Camera Radar</i>	0	0	138,914 <i>General Fund</i>
190.2 Police Logistics	215,559	0	215,559	0	0
192.2 Police Internal Affairs Office	213,598	0	213,598	0	0
219.3 KFCG ENHANCEMENT: Investigative Services, Technical Services Specialist	94,959	0	0	94,959	0
				<i>Keep Fort Collins Great Fund</i>	
223.2 ENHANCEMENT: PFA Office of Emergency Management	121,920	0	121,920	0	0
202.3 Harmony Flood Mitigation Feasibility and Preliminary Design	500,000	0	0	500,000	0
				<i>Stormwater Fund</i>	
23.6 ENHANCEMENT: Utilities Telecom Systems Administrator	101,435	0	0	101,435	0
				<i>Light & Power Fund</i>	
83.4 North Range Behavioral Health Contract	99,925	0	99,925	0	0
201.1 Poudre Fire Authority Capital Projects	535,095	0	535,095	0	0
83.7 Larimer Humane Society Contract	860,865	0	860,865	0	0
181.1 Stormwater Developer Repayments	100,000	0	0	100,000	0
				<i>Stormwater Fund</i>	

Drilling Platform - Ranked Offers by Outcome

Budget Years: 2013 - 2014

SAFE COMMUNITY - 2014

Offer	Offer Cost Total	Offer Funding			
		GENERAL FUND		OTHER FUNDS	RESERVES
		Dedicated	Ongoing		
169.1 Graffiti Abatement Program	97,500	0	97,500	0	0
83.8 Juvenile Detention and Transport Services Contract	69,469	0	69,469	0	0
129.4 Police Services Crime Lab	262,298	0	262,298	0	0
44.2 Police Contracted Custodial Services	101,330	0	101,330	0	0
133.2 KFCG: Patrol Vehicle Purchase, Management, Maintenance and Fuel	189,736	0	0	0	189,736
<i>Keep Fort Collins Great Fund</i>					
Funded Offers	187,069,021	1,710,458	48,241,041	130,388,291	6,729,231
222.12 ENHANCEMENT: Attrition Firefighter Position	108,933	0	108,933	0	0
83.5 ENHANCEMENT: Police SWAT Training and Robot	26,000	0	26,000	0	0
222.9 ENHANCEMENT: Poudre Fire Authority Public Educator	62,000	0	62,000	0	0
129.3 ENHANCEMENT: Police Services Front Desk Security	100,071	0	100,071	0	0
192.3 ENHANCEMENT: Police Services Training Clerk	46,954	0	46,954	0	0
153.4 ENHANCEMENT: Property Crimes Detective	111,943	0	111,943	0	0
222.7 ENHANCEMENT: Poudre Fire Authority Division Chief	154,000	0	154,000	0	0
222.10 ENHANCEMENT: Poudre Fire Authority Accreditation Manager	128,337	0	128,337	0	0
222.8 ENHANCEMENT: Poudre Fire Authority Deputy Fire Marshal	138,000	0	138,000	0	0

SAFE COMMUNITY - 2014

Offer	<u>Offer Cost</u>	<u>Offer Funding</u>			
	Total	GENERAL FUND		OTHER FUNDS	RESERVES
		Dedicated	Ongoing		
192.4 ENHANCEMENT: .25 FTE Police Supply Clerk	14,175	0	14,175	0	0
Unfunded Offers	890,413	0	890,413	0	0
Total Offers	187,959,434	1,710,458	49,131,454	130,388,291	6,729,231

SAFE COMMUNITY

16.1 Police Vehicle Replacement - Funded **2013 - \$393,835**
2014 - \$640,386

This offer provides a dedicated funding source for the vehicle replacement in Police in accordance with the vehicle replacement program. These vehicles will use a debt financing mechanism with a five-year term.

23.1 Electric Field Services - Funded **2013 - \$4,707,778**
2014 - \$4,812,867

This offer provides funding for the Electric Field Services Department within the City's Light & Power (L&P) utility. Electric Field Services consists of the associated overhead, personnel, equipment and tools needed for the safe and continued operation of the City's electrical distribution system and the City's street-lighting system.

Customers expect all electric utility facilities to be operational 24/7 with staff assigned to service restoration around the clock.

23.2 Electric Standards Engineering - Funded **2013 - \$925,475**
2014 - \$982,552

This offer provides funding for the Electric Standards Engineering Division. This offer consists of the personnel and associated overhead costs necessary to support the acquisition, application, handling, distribution, and performance analysis of the materials and equipment required for the operation of an electrical distribution system. Additionally, the Standards Department is also responsible for the meter technology group and the meter reader group (funded through Offer 89.4). Prior to any purchase of materials and equipment required for the electric system, the Standards group develops specifications for materials. Purchase of the proper equipment is critical in the construction and maintenance of a highly reliable system.

23.3 Electric Substations, System Design & Control - Funded **2013 - \$1,428,970**
2014 - \$1,472,760

This offer provides funding for the Electric System Design and IT Division operations and maintenance. This offer consists of the personnel and associated overhead costs necessary to support the design, construction and maintenance of the City's electrical substations. Additionally, the System Design Division is responsible for the System Control and Operations center (SCO), which is responsible for the dispatch and control of all operations on the electrical system.

23.4 Electric Systems Engineering - Funded **2013 - \$226,494**
2014 - \$231,886

This offer provides funding for the Electric Systems Engineering Division. This consists of the personnel and associated overhead costs supporting the design and planning for extensions and replacement of electrical infrastructure. Prior to any construction by the Electric Field Services Department the project must be designed and system effects must be analyzed to ensure the proper operation of the system.

SAFE COMMUNITY

23.5 Light & Power Administration & General Operations - Funded **2013 - \$613,859**
2014 - \$842,403

This offer provides funding for the Administration and General Operations (A&G) of the City's Light & Power (L&P) electric Utility. A&G consists of the personnel and associated overhead costs supporting management of the L&P organization. In addition to administrative functions, this offer includes support of special projects such as project management of the Smart Grid Investment Grant (SGIG), the FortZED jump-start project coordination and management, design of the utilities fiber-optic system, policy development and other general functions.

23.6 ENHANCEMENT: Utilities Telecom Systems Administrator - Funded **2013 - \$99,076**
2014 - \$101,435

Historically Information Technology (IT) has maintained the Utilities communication system. This model came about as Utilities consolidated computer and communication system support within the IT department. The single individual who provided support at Utilities was moved to IT. The responsibilities of this individual have increased to the point that they are no longer able to support the Utilities radio communication systems. This position is necessary due to the responsibilities associated with radio maintenance, the need to facilitate succession planning and knowledge transfer for the existing Utilities fiber-optic system administrator, and the addition of a WiFi system associated with the advanced metering system. The Utilities radio system is critical for the safe coordination of utility operations and must be maintained in order to ensure the system is available at all times.

24.1 Light & Power System Additions & Replacements - Funded **2013 - \$8,883,147**
2014 - \$9,330,688

This offer provides labor, construction materials and equipment to efficiently provide safe, reliable electric service. This offer includes system improvements, new customer connections, new subdivision construction, replacement of aging infrastructure, and reliability improvements. The offer focuses on labor, construction materials and equipment. Recognizing the request to submit smaller offers, staff examined this offer package and determined that this offer is an integrated block of costs. All three elements (labor, construction and equipment) are necessary in order to maintain and construct the electrical system. One cannot proceed without the others.

Art in Public Places for the Light and Power Fund is also included in this offer.

44.1 Utilities in Police Buildings - Funded **2013 - \$248,000**
2014 - \$254,800

This offer provides funding for building utilities (electric, natural gas, water, wastewater, and storm drainage) for City buildings that are used by the Police Department (Police Services, SIU, Indoor Shooting Range, Restorative Justice, and District 1 Downtown substation).

44.2 Police Contracted Custodial Services - Funded **2013 - \$97,430**
2014 - \$101,330

This offer provides custodial contract services at four Police Services buildings.

SAFE COMMUNITY

56.1 Light & Power Payments and Transfers - Funded

2013 - \$15,263,566

2014 - \$15,693,990

This offer includes payments and transfers from the Light and Power Fund, including payment in lieu of taxes (PILOTs), transfer to the General Fund for administrative services, risk management, debt service, and Light & Power's portion of shared services provided by the Utilities Customer & Administrative Services Fund. PILOTs are set by Council at 6% of Light and Power's operating revenues. The administrative transfer to the General Fund pays for services including investments, finance, purchasing, human resources, City Manager, City Attorney and information technology. The payment to the CS&A Fund, an internal service fund, pays Light and Power's portion of the Utilities customer service and administrative functions.

2013

- Payment in Lieu of Taxes \$6.2 M
- Administrative transfer to the General Fund \$1.2M
- Risk management (Insurance) expenses \$200,000
- Interest and Principal on Debt \$2.0M
- Payment to Customer Service & Administration (CS&A) Fund \$5.3M
- Uncollectible Accounts \$300,000
- Payments to other City funds \$100,000

2014

- Payment in Lieu of Taxes \$6.4M
- Administrative transfers to the General Fund \$1.2M
- Risk management (Insurance) expenses \$200,000
- Interest and Principal on Debt \$2.0M
- Payment to CS&A Fund \$5.4M
- Uncollectible Accounts \$300,000
- Payments to other City funds \$100,000

While the total amount of the offer is large, each component is required by City Code, policy or debt agreements.

57.1 Purchase Energy from Platte River Power Authority - Funded

2013 - \$78,471,555

2014 - \$82,181,690

This offer funds the purchase of wholesale electric power in 2013 and 2014 from Platte River Power Authority (PRPA). The wholesale energy purchased is then delivered through the City's electrical distribution system to the residential and businesses customers in Fort Collins. This offer does not include the additional premium costs related to the purchase of renewable energy. Costs for renewable energy are included in Offer 110.1.

SAFE COMMUNITY

77.1 Municipal Court General Caseload - Funded **2013 - \$487,638**
2014 - \$499,865

This offer provides the funding necessary to continue to adjudicate infraction and misdemeanor complaints that are filed in the Municipal Court (other than camera radar and red light cases, which are covered in Offer 78.1). The Court addresses alleged violations of the City Code and Charter. Cases are filed in the Court by Fort Collins Police Officers, Animal Control Officers, Colorado State University Police Officers, Poudre Fire Authority Fire Prevention Bureau personnel, Parking Enforcement Officers, Natural Areas and Trails Rangers, and Code Compliance Inspectors. This offer includes most of the Municipal Judge's position, including time spent on Liquor Licensing Authority matters.

78.1 Municipal Court Camera Radar/Red Light Caseload - Funded **2013 - \$73,012**
2014 - \$74,951

This offer provides the funding necessary to continue to adjudicate speeding and red light cases that are filed in the Municipal Court and generated by the camera radar and red light (CRRL) enforcement techniques.

83.1 Community Service Officers - Funded **2013 - \$635,819**
2014 - \$662,305

This offer funds the salary, benefits, and e-mail expenses of eight Community Services Officers (CSOs) of the Patrol Division of Fort Collins Police Services. The CSO is a limited commission, civilian position designed to respond to service-oriented, rather than enforcement-related police calls. CSOs investigate traffic accidents, "cold" crimes with no suspects, and regulate traffic and parking. This offer continues the same basic services that are currently provided.

SAFE COMMUNITY

83.2 Patrol Fleet: Operations, Maintenance, Fuel and Oil - Funded **2013 - \$963,978**
2014 - \$1,032,116

This offer covers all the fleet costs for vehicles assigned to the Patrol Division, including the purchase of police cars and the equipment necessary to outfit them for patrol use. This includes, but is not limited to: emergency light bars; prisoner cages; spot lights; laptop stands; rifle lock; radio console; identification markings; siren.

Fort Collins Police Services (FCPS) has utilized the One-to-One Car Plan for more than 35 years, which assigns a car to every police officer in the agency. Assigning vehicles to sworn officers has increased the visibility of the police and acts as a deterrent to potential traffic violations and criminal acts.

The patrol division has 152 cars in its fleet, including 10 marked patrol cars used by the School Resource Officers and 9 pool cars officers can use while their patrol car is being serviced. Additionally there are 10 marked patrol cars for officers currently in the training program to be assigned upon successful completion of their training. As a result there are no patrol vehicles to assign to new officers that may be hired during 2013–2014. The Traffic Unit also has 7 police motorcycles for enforcement.

Approximately half of the patrol vehicles are flex fuel vehicles. This enables patrol cars/SUVs to operate on unleaded gasoline or E85. In extremely cold weather some vehicles have difficulty starting when using E85.

83.3 SWAT and Crisis Negotiation - Funded **2013 - \$131,161**
2014 - \$131,261

This offer funds the supplies and equipment used by the Fort Collins Police Services Special Weapons and Tactics (SWAT) team.

The SWAT Team responds to critical, high-risk law enforcement incidents in the city and is routinely called to assist neighboring agencies. The primary mission of SWAT is to save lives. SWAT team members participate in advanced training and have specialized equipment that allow a quick response to resolve dangerous situations. Because of the additional training, experience, proper protective equipment, and increased weapon capabilities, the team is able to reduce the risk to victims, citizens, police officers and suspects in dangerous situations.

The question has been raised of why there is not a more regionalized approach to SWAT. The current situation with SWAT, as a Law Enforcement resource within the community and the county, is that each jurisdiction relies on each others' SWAT teams for additional manpower and resources if and when they are faced with a large incident.

At the present time the local teams do train together to keep familiar with each team's equipment, movement and training styles. But most importantly by keeping a SWAT resource within the City Police Services it improves the department's ability to maintain command and control, financial control and allows for quicker response times to major incidents, which could mean loss of life during a critical incident.

SAFE COMMUNITY

83.4 North Range Behavioral Health Contract - Funded **2013 - \$97,966**
2014 - \$99,925

This offer provides funding to maintain the existing contracts with North Range Behavioral Health for transport and treatment for citizens requiring alcohol detoxification.

83.6 Patrol Division - Funded **2013 - \$11,004,678**
2014 - \$11,375,621

This offer provides funding for the Fort Collins Police Patrol Division, which provides basic police services to the community. The Patrol Division provides a safe community through crime prevention, law enforcement, criminal investigation, traffic enforcement, active patrol, and a variety of order-keeping, quality-of-life activities. The offer continues the same basic services that are currently being provided.

In addition to their regular assignments, officers also provide the following services as part of collateral duty assignments:

- K9 Unit - highly trained canines to track evidence or suspects
- Bicycle Patrol Unit - officers that use bicycles as a tool for patrol services
- Field Training Officer Team - train newly hired employees to become patrol officers
- SWAT - performs high risk services such as barricaded suspects, hostage rescue, and high risk warrant service
- Hazardous Devices Team - a regional team of officers that respond to bomb and explosive devices
- Honor Guard Unit - provides ceremonial duties for a variety of events
- Emergency Preparedness Team – provides training and equipment for employees to deal with potential and active terrorist or natural disaster incidents
- Spanish Language Team – provides training for officers in an attempt to foster communication with non-English speaking citizens in the community

83.7 Larimer Humane Society Contract - Funded **2013 - \$843,985**
2014 - \$860,865

For well over twenty years, the City has contracted with the Larimer County Humane Society to provide a variety of animal related issues and address animal control. Services provided by the Larimer County Humane Society (LCHS) to our citizens include animals at large, animal bite investigations, animal welfare investigations, animal abuse investigations, dangerous and/or vicious animals, barking dog calls, taking stray animals in custody and providing safe haven, dead animal pick up from public property, and assisting police regarding animal safety and welfare. In 2011, the LCHS responded to 12,890 citizen calls for service to our community. There is no other similar service provider within Larimer County that can offer these services to our community. The contract is managed by the Patrol Division of Police Services. The Administrative Patrol Lieutenant manages the contract, negotiates the contract, and is the liaison with the Humane Society as it relates to citizen complaints and concerns regarding animal welfare and control.

SAFE COMMUNITY

83.8 Juvenile Detention and Transport Services Contract - Funded **2013 - \$68,107**
2014 - \$69,469

This offer provides funding to maintain the existing contract with the Larimer County Hub for screening and housing of juvenile offenders. It also provides funding to pay Larimer County Community Corrections to transport juvenile offenders to and from Platte Valley Youth Services Center in Greeley to appear in Fort Collins for court.

Hub is not an acronym; it is the name of the facility. It is associated with the Department of Human Services and like a wheel, acts as the "hub" or center of services provided for juveniles and their families. All child protection case investigations are screened and handled through the Hub. All adolescent interventions for counseling, mental health, substance abuse, and runaways are all handled through the Hub. The Hub is also responsible for screening of juveniles committing delinquent acts and determines the need for placement or locked detention.

114.1 Electric Substation Improvements - Funded **2013 - \$200,000**
2014 - \$175,000

This offer provides safe and efficient operation of the City's electric substations. The work will include the addition of capacitor banks, and associated wiring and controls at the Timberline and Portner substations to help improve system efficiency and avoid any system power factor penalties from Platte River Power Authority. The work also includes the addition of web security cameras and associated controls for the 24/7 monitoring of the electric substation yard and buildings.

115.1 Southwest Annexation Electric Transfer Phase 4 - Funded **2013 - \$0**
2014 - \$300,000

Phase 4 of the Southwest Enclave is scheduled for annexation in 2014. This offer is to transfer electric service from Poudre Valley REA to Fort Collins Light and Power.

117.1 Utilities Computerized Maintenance Management System - Funded **2013 - \$1,099,517**
2014 - \$0

This offer provides final funding for a computerized maintenance management system (CMMS) to be used by all four operational groups in Utilities. This is a continuation of funding for a capital project approved in the 2011-2012 budget. The funding approved in the 2011-2012 Budget allowed for the installation and deployment for a capital prioritization software program and the initial assessment and analysis for the CMMS software package being fully funded by this offer.

SAFE COMMUNITY

129.1 Police Information Services - Funded

2013 - \$1,921,757

2014 - \$1,940,643

This offer provides funding for the following functions of the Information Services Division: administration, technical services, and Police IT.

The Information Services Division is also comprised of the Poudre Emergency Communication Center, Records Division, Property/Evidence Unit, and Crime Lab services. These functions have been broken down into separate pieces and will be submitted as different offers.

These services are essential in the performance of criminal justice activities that protect the citizens of Fort Collins by providing evidence maintenance and documentation, crime scene processing and evidence analysis, 9-1-1 dispatch, non-emergency services, record keeping, and technology and communications support.

Information Services is one of four divisions within Fort Collins Police Services (FCPS). Of the 101 civilian employees in Fort Collins Police Services, 73 work in this division.

129.2 Colorado Regional Information Sharing Project - Funded

2013 - \$413,291

2014 - \$420,615

This offer provides continued funding for the shared Computer Aided Dispatch (CAD), Records Management System, Corrections Management System, and Mobile Data System (provides laptop connectivity from officers' vehicles).

As an agency member of the Colorado Regional Information Sharing Project (CRISP), Fort Collins Police Services (FCPS) has partnered with other public safety agencies to share one computerized public safety system. This system enables member Larimer County agencies to share accurate and timely information, which assists in developing and sustaining a safe community. Fort Collins Police Services is a leader in utilizing computer technology to enhance public safety and provide high quality law enforcement services to citizens. The continued funding of this technology offer enables FCPS to perform more efficiently and effectively than ever before.

129.4 Police Services Crime Lab - Funded

2013 - \$252,875

2014 - \$262,298

This offer provides funding for the Crime Lab of Police Services. The Crime Lab offers Forensic Services to the Regional Lab in the scientific area of processing evidence in criminal acts. The Crime Lab is staffed by two full-time criminalists and an hourly latent print examiner.

SAFE COMMUNITY

129.5 Police Records, Property and Evidence - Funded **2013 - \$1,996,659**
2014 - \$2,045,983

This offer provides funding for the Records, Property and Evidence functions of Police Services.

These services are essential in the performance of criminal justice activities that protect the citizens of Fort Collins by providing evidence maintenance, documentation, and record keeping.

129.6 Police Dispatch - Poudre Emergency Communications Center - Funded **2013 - \$2,566,723**
2014 - \$2,652,841

This offer provides funding for the Poudre Emergency Communications Center (PECC), located in the Information Services division of Police Services.

These services are essential in the performance of criminal justice activities that protect the citizens of Fort Collins by providing 9-1-1 dispatch for Police, Fire and Emergency Medical Services.

133.1 KFCG: Neighborhood Policing - Funded **2013 - \$1,383,890**
2014 - \$1,484,677

This offer funds the costs of the Patrol Division's KFCG personnel, which includes 11 officers, a sergeant and a lieutenant.

Seven officers and a sergeant are assigned to the Neighborhood Enforcement Team (NET) and two officers are assigned to District One.

The neighborhood policing lieutenant supervises NET and District One functions, as well as manages all special events and neighborhood policing activity in the city.

This specialized group of personnel impact crime and quality-of-life issues in neighborhoods. NET operates as primary contact for citizens and businesses that have concerns about ongoing issues, not just crimes in progress. The team is not only a primary contact point, but is directly responsible for actions taken to rectify the issues raised. NET uses a community policing model that analyzes issues and looks for long term solutions. NET will partner with other units in Fort Collins Police Services (FCPS), other departments in the City, and community groups.

SAFE COMMUNITY

133.2 KFCG: Patrol Vehicle Purchase, Management, Maintenance and Fuel - Funded **2013 - \$189,736**
2014 - \$189,736

This offer provides the funding to purchase Keep Fort Collins Great (KFCG) Patrol vehicles and the associated fleet management, maintenance and fuel costs to include the purchase of police cars and the equipment necessary to outfit them for patrol use. This would include, but is not limited to: emergency light bars, prisoner cages, spot lights, laptop stands, rifle lock, radio console, identification markings, siren.

Fort Collins Police Services (FCPS) has utilized the One-to-One Car Plan for more than 35 years, which assigns a car to every police officer in the agency. By assigning vehicles to sworn officers, it has not only increased the visibility of the police but acts as a deterrent to potential traffic violations and criminal acts.

142.1 Traffic Enforcement - Funded **2013 - \$780,984**
2014 - \$796,118

This offer funds the Fort Collins Police Services Traffic Unit consisting of six traffic officers, all of whom are motorcycle certified, and a sergeant.

The Traffic Unit focuses on traffic safety, which is the number one safety concern of citizens. The sole duty of the Traffic Unit is to enforce the traffic laws in the city.

The unit maintains a Traffic Hotline for citizens to call in their traffic concerns. The unit also conducts traffic surveys, and provides added enforcement if the collected data verifies that the traffic problem is legitimate and problematic.

142.2 Camera Radar and Red Light Program - Funded **2013 - \$646,281**
2014 - \$693,963

This offer maintains funding for the Fort Collins Police Services Camera Radar/Red Light (CRRL) enforcement system consisting of two Camera Radar speed vans and two Camera Red Light systems, and helps address citizen safety concerns through an effective use of technology.

The Traffic Unit focuses on traffic safety, which is the number one safety concern of citizens. The sole duty of the Traffic Unit is to enforce the traffic laws in the city. Statistics from 1998 through 2011 show nearly a 65% reduction in injury crashes in the city, while the population has risen from 99,726 in 1995 to an estimated population of 145,000 in 2011.

This offer also funds the net replacement cost of Traffic Unit motorcycles. As motorcycles are taken out of service, they are sold at a competitive auction and proceeds are used to offset the cost of new units. Four units are due to be replaced in 2014.

SAFE COMMUNITY

151.1 Poudre School District Crossing Guard Funding Agreement - Funded **2013 - \$94,350**
2014 - \$94,350

The School Crossing Guard Program provides safe student crossing at major roadways located near elementary schools. Per Intergovernmental Agreement, Poudre School District assumes all responsibility for the establishment, operation and administration of the School Crossing Guard Program. The City's contribution to the program is an annual payment to the school district in the amount of \$94,350. Poudre School District pays directly for the balance of the program costs.

153.1 Investigative Services - Funded **2013 - \$4,347,962**
2014 - \$4,444,570

This offer provides funding for the Criminal Investigations Division (CID) which includes: CID Administration, Criminal Impact Unit, Northern Colorado Drug Task Force, Property Crimes Unit, Victim Services Unit, Financial Crimes Unit, Crimes Against Persons Unit, and Forensic Computer Crimes.

The CID's primary mission is to investigate crimes with diligence, efficiency, dedication and respect for all people involved. Each unit focuses on a certain type of crime (person crimes, property crimes, etc). The unique services provided by the CID are absolutely essential to providing a safe community.

Additionally the CID relies on two other programs to provide quality services to the citizens of Fort Collins:

1) The Crime Scene Investigator (CSI) program is a collateral duty assignment where officers receive additional training and equipment to help process crime scenes. The program also helps pay for basic crime scene processing supplies issued to all officers.

2) The Larimer County Child Advocacy Center (CAC) is a great example of a successful public/private partnership. The main function of the CAC is to conduct forensic interviews of children when they are the alleged victims of child abuse or a possible witness to a violent crime. Forensic interviews are essential in obtaining statements from children in an objective, developmentally sensitive and legally defensible manner.

153.2 School Resource Officers - Funded **2013 - \$1,073,690**
2014 - \$1,103,833

This offer provides funding for the School Resource Officers (SROs) and the Youth Police Academy. Half of the funding for this offer is provided by Poudre School District.

The primary function of the SRO program is to work collaboratively with Poudre School District (PSD) to help prevent juvenile crime by providing police officers in the schools. The School Resource Officers use a variety of innovative methods to mentor, coach, and hold accountable the youth of our community to make them more successful and less likely to commit crimes.

The SRO program is a cooperative community program that serves 39 PSD schools, approximately 26,000 students, and 3,500 staff.

SAFE COMMUNITY

153.3 Investigations Fleet Management, Maintenance and Fuel - Funded **2013 - \$229,321**
2014 - \$247,120

This offer covers all fleet maintenance and fuel costs for vehicles assigned to the Criminal Investigations Division and the Northern Colorado Drug Task Force (NCDTF). All vehicles purchased using KFCG funds are in a separate offer (219.2).

Police Services has utilized the one-to-one car plan for more than 35 years, which assigns a car to every police officer in the agency. By assigning vehicles to sworn officers and detectives, the response time to incidents is greatly decreased by all members of the agency. In addition, all officers and detectives are trained in crowd control tactics and hazardous substance calls, and are expected to respond with their assigned equipment to assist in handling these calls.

169.1 Graffiti Abatement Program - Funded **2013 - \$98,664**
2014 - \$97,500

This offer funds the existing Graffiti Abatement Program, and adds a part-time hourly employee, equipment and technology to a team that was centralized last year to increase efficiency. This funding will maintain a unit that has seen significant growth over the past four years. In addition, technology has played a role in the way graffiti is reported, identified, tracked and documented. This offer seeks to expand that role to increase the capabilities of the team and give them the tools and resources to combat this ever-growing problem. The existence of graffiti is detrimental to property values, adversely affects quality of life and community attractiveness, and discredits the City's reputation for livability. When graffiti is allowed to remain, it invites yet more graffiti, and may lead to an increase in vandalism and other criminal activity. Rapid removal is considered key to controlling and eradicating graffiti.

171.1 KFCG: Police Information Services - Funded **2013 - \$424,720**
2014 - \$434,223

This offer funds the salary, benefits and associated costs of one Police Services Technician and five dispatch positions previously approved and added through Keep Fort Collins Great (KFCG) funding.

Those positions have been designated to enhance the services offered to the citizens of Fort Collins.

SAFE COMMUNITY

171.2 KFCG ENHANCEMENT: Property and Evidence Technician - Funded **2013 - \$75,244**
2014 - \$72,648

This enhancement offer funds the salary and benefits for the addition of one Property and Evidence Technician to handle the increased work load in the unit.

The primary function of the Property and Evidence Unit is to handle all items brought to Fort Collins Police Services (FCPS) as either property or evidence. This involves the logging and storage of all items, the release of property to citizens, the appropriate disposal/destruction of property, and assisting officers in preparing evidence for court hearings. This unit also provides service to the citizens (both victims and suspects) when property needs to be released back to them. Integrity of the items is critical to Police Services, the courts, the District Attorney, and the community. The work load of this unit is increasing annually and thus straining their abilities.

171.3 KFCG ENHANCEMENT: Crime Analyst - Funded **2013 - \$94,545**
2014 - \$89,211

This enhancement offer funds the salary and benefits of one additional Crime Analyst to handle the increased agency-wide work load.

Crime analysis is the basis for informed police response to crime and disorder in a community. Fort Collins Police Services (FCPS) currently has one Crime Analyst who struggles to meet all of the current data collection and analytical needs of the organization. As FCPS moves forward with data-driven and predictive policing models, the reliance on strategic and operational data and analysis is imperative.

SAFE COMMUNITY

172.1 Stormwater Payments and Transfers - Funded

2013 - \$7,274,082

2014 - \$7,398,052

This offer includes payments and transfers from the Stormwater Fund, including transfer to the General Fund for administrative services, Stormwater's payment to the Utilities Customer Service and Administrative Fund for shared services, debt service payments, transfer for street sweeping, risk management, Art in Public Places, and a fund contingency.

2013

- Administrative Transfers to the General Fund -- \$288,000
- Risk Management (Insurance) expenses -- \$32,000
- Interest on Debt -- \$1.08M
- Principal on Debt -- \$3.08M
- Payment to Customer Service & Administration (CS&A) Fund -- \$2.24M
- Uncollectible Accounts / Refunds -- \$55,000
- Transfer for Street Sweeping -- \$215,000
- Other Payments/Services -- \$94,000
- Contingency for the Stormwater Fund -- \$150,000
- Art in Public Places -- \$23,129

2014

- Administrative transfers to the General Fund -- \$296,000
- Risk Management (Insurance) expenses -- \$32,000
- Interest on Debt -- \$960,000
- Principal on Debt -- \$3.2M
- Payment to Customer Service & Administration (CS&A) Fund -- \$2.36M
- Uncollectible Accounts / Refunds -- \$55,000
- Transfer for Street Sweeping -- \$215,000
- Other Payments/Services -- \$95,000
- Contingency for the Stormwater Fund -- \$150,000
- Art in Public Places -- \$25,040

While the total amount of the offer is large, each component is required by City Code, policy or debt agreements.

SAFE COMMUNITY

173.1 Crime Prevention and Emergency Services for City Trails and Natural Areas - Funded **2013 - \$650,957**
2014 - \$666,713

This offer proposes using dedicated City (Open Space Yes!) and County (Help Preserve Open Space) sales tax to provide crime prevention and emergency response along 131 miles of public trails and throughout the City's 43 Natural Areas. Natural Areas Rangers create and maintain safe places to recreate by assisting visitors, maintaining an enforcement presence, and providing emergency medical response in remote locations. These customer services are provided to the recreating public seven days a week, 363 days per year.

177.1 Stormwater Master Planning, Floodplain Administration and Maintenance - Funded **2013 - \$3,255,938**
2014 - \$3,334,785

The City's Stormwater Utility is rated in the top 1% of stormwater programs in the United States. It is funded through system development fees (the impact fee associated with new development) and monthly stormwater service fees.

- Master planning guides stormwater infrastructure for new development and identifies cost-effective flood mitigation and control, stream restoration, and Best Management Practices (BMP) projects to mitigate flooding risks and enhance water quality.
- Floodplain administration provides assistance, support and regulatory oversight for proposed construction in the Federal Emergency Management Agency (FEMA) & City-designed floodplains and promotes flood awareness through education.
- The Flood Warning System provides real-time data to assist stormwater and emergency response personnel in addressing stormwater runoff events and flooding. Emergency preparedness services improve life safety and reduce flood damage.
- Stormwater quality programs provide technical assistance and support along with the testing and monitoring of specific BMP improvements to enhance stormwater quality and reduce the impacts of runoff from existing and new development on City streams, creeks and the Poudre River.
- Stormwater maintenance ensures the drainage system is functioning properly and extends the design life, serviceability, and efficiency of the system through repair and rehabilitation of existing stormwater infrastructure.

SAFE COMMUNITY

180.1 Stormwater Master Planning - Funded

2013 - \$225,000

2014 - \$150,000

The current adopted 100-Year floodplains for the Canal Importation and Dry Creek Drainage Basins are based on an interwoven system of old (MODSWMM) and new (EPASWMM) hydraulic models. This creates discrepancies and inconsistencies in the accurate delineation of the floodplain. This offer will combine all older hydrologic models into a single, new EPASWMM model that will be easier to administer, and which will accurately represent the 100-year discharges throughout each basin. After completion of the hydrologic modeling update, the 100-year floodplain mapping will be updated resulting in:

1. an accurate mapped floodplain that includes the removal of several properties and streets in the Canal Importation Basin from the regulatory 100-year floodplain,
2. an accurate mapped floodplain that accounts for changes at the Lemay Avenue and Vine Drive crossings in the Dry Creek Basin.

The Fossil Creek Master plan was completed in 2003 while much of the area in the Stone Creek tributary was in unincorporated Larimer County. With the annexation of this area, a more detailed analysis of stormwater problems is necessary. This offer will prepare a selected plan of improvements for construction, perform public outreach to notify and inform the public of the proposed stormwater improvements, and adopt a City floodplain extension for the Stone Creek Basin into previously-unincorporated areas of Larimer County.

181.1 Stormwater Developer Repayments - Funded

2013 - \$100,000

2014 - \$100,000

This capital project offer is for repayment to developers when they construct regional stormwater facilities or perform habitat restoration/enhancement as identified in the Stormwater Master Plan, but the project is not directly related to their development. When a stormwater project is at the same location as a development, the City can ask the developer to complete the project, and then reimburse them for the added expense. This saves the City money due to economies of scale and avoids disturbing an area with construction activities after a neighborhood is established. Because the timing of projects funded by this offer is dependent on others, there are no specific projects associated with this offer. Instead, this funding represents a pool of money available for partnerships with developers. The level of funding for this offer is adjusted annually depending on the pace, location and relationship of new development with master plan improvements.

SAFE COMMUNITY

182.1 Boxelder Basin Regional Stormwater Authority - Funded **2013 - \$255,000**
2014 - \$265,000

The Boxelder Basin Regional Stormwater Authority (BBRSA) was established in 2008 by an intergovernmental agreement (IGA) among the City of Fort Collins, Larimer County and the Town of Wellington. The BBRSA is managed by a 5-member Board of Directors. Each government appoints one director, and there are two jointly-appointed directors (Fort Collins/Larimer County and Wellington/Larimer County). Each government provides financial and staff support to the BBRSA, which includes annual stormwater fees.

This offer provides funding for the City's 2013 and 2014 annual payment of stormwater service fees and plant investment fees to the BBRSA. The Boxelder Basin Regional Stormwater Master Plan was adopted and an IGA created to design and construct stormwater improvements to address flood mitigation and protection within the Boxelder and Cooper Slough stormwater drainage basins.

190.1 Police Administration - Funded **2013 - \$857,551**
2014 - \$873,561

This offer funds the salary, benefits and associated costs for the seven positions housed in Police Administration, including the Chief of Police, Assistant Chief, and the department's administrative staff.

Note: The Northern Colorado Drug Task Force pays 25% of a finance position because Fort Collins Police is the fiscal manager for the Task Force.

190.2 Police Logistics - Funded **2013 - \$213,135**
2014 - \$215,559

This offer funds the shared department logistical expenses for Police Services. Such expenses include: copy machine rental, postage, tuition reimbursement, dry cleaning services, summons forms, and office supplies, which allow Police to provide high-quality, efficient community service.

192.1 Police Hiring and Ongoing Training - Funded **2013 - \$843,091**
2014 - \$861,349

This offer funds personnel and functions of the Training Unit, which includes one sergeant, three officers, a police supply technician, an administrative assistant and a part-time hourly position that is responsible for the maintenance of the indoor firearms range. Associated non-personnel operational costs include: Training Unit, Firearms, Indoor Firearms Range, Defensive Tactics, and Hiring/Promotional. The Training Unit and Internal Affairs (Offer 192.2) comprise the Professional Standards unit that reports to the Professional Standards Lieutenant.

This unit coordinates all sworn and non-sworn training, recruitment, selection and hiring, promotional processes, and certification maintenance, and serves as the custodian for all agency training records. The indoor shooting range budget includes the cost of ammunition for the entire agency.

SAFE COMMUNITY

192.2 Police Internal Affairs Office - Funded

2013 - \$209,466

2014 - \$213,598

This offer funds personnel and functions of Internal Affairs, which includes one Sergeant and one Administrative Assistant who report to the Professional Standards Lieutenant.

Internal Affairs acts to preserve public trust and confidence in Fort Collins Police Services by conducting thorough and impartial investigations of alleged employee misconduct, by providing proactive measures designed to prevent misconduct, and by maintaining high standards of fairness and respect toward citizens and employees.

198.1 Stormwater Capital Drainage System Improvements - Funded

2013 - \$262,870

2014 - \$253,970

This project funds the design and construction of stormwater drainage system replacement projects. The drainage system dates back to the early 1900s and portions of the drainage system are approaching the end of their useful life. Deteriorating drainage facilities can cause structural failure and flooding. Replacing these facilities brings them up to current standards, lowers long-term maintenance needs, and protects habitat, as well as public and private property.

The specific projects are selected in partnership with the Pavement Management Program (street maintenance) to minimize disruption due to construction. The Utility also looks for replacement projects that can be completed in partnership with private developers. The developer and the City share in the costs and benefits; the developer gets increased capacity for projects and the City gets a new, upgraded stormwater line for a reduced price.

201.1 Poudre Fire Authority Capital Projects - Funded

2013 - \$535,095

2014 - \$535,095

This capital projects offer is integrated with new and existing firefighters to ensure they are properly supported to provide citizens with timely response by a professional, well-equipped, caring responder. Poudre Fire Authority (PFA) capital projects involve the purchase or construction of assets such as land, design and construction of fire stations, and the procurement of fire apparatus and equipment. Apparatus is replaced on a 10-year replacement schedule. PFA, the Poudre Valley Fire Protection District (PVFPD) and the Town of Timnath conducted a land swap in early 2012 to secure a site for PFA Station 8, which will serve the Town of Timnath, the Southeast portions of the City of Fort Collins, and the eastern reaches of PFA. Future capital needs include the establishment of a fire station in the northeast portion of the jurisdiction, Training Building C, replacement of the PFA burn building, a multi-scenario fire rescue building, Self-Contained Breathing Apparatus (SCBA) replacement, dispatch console replacement, and a new rescue squad. In 2011 the capital for facilities (\$414,848) was transferred as ongoing funding to supplement the PFA General Fund budget to provide personnel for current emergency service needs. This results in a zero increase to PFA's facility capital.

SAFE COMMUNITY

202.1 West Vine Stormwater Channel & Forney Detention Pond - Funded **2013 - \$1,000,000**
2014 - \$0

In 2003, the City of Fort Collins adopted the West Vine Basin Master Drainage Plan including areas located in the northwest portion of the City and in Larimer County. The Master Plan includes the reduction of the existing 100-year floodplain through the construction of the West Vine Basin Stormwater Channel from the proposed Forney Stormwater Detention Pond (intersection of Taft Hill Road and West Vine Drive) downstream to the Poudre River west of Shields. In 2011, Larimer County initiated efforts to design and construct the North Shields Widening project and approached the City about partnering to address mutual stormwater and flood mitigation needs. In 2012, the City and County entered into an intergovernmental agreement (IGA) to equally share engineering costs associated with the analysis and design of the Channel and the Forney Pond.

The IGA specifies that the City and County equally share the \$560,000 engineering costs to analyze and design the Channel and the Forney Pond. A subsequent IGA will detail the cost-sharing particulars of construction of the designed stormwater improvements. Total project costs are anticipated to be approximately \$2 million. The new channel and stormwater system will restore habitat connectivity for a portion of Soldier Canyon Creek, which has been filled in by development over the years. The Forney Pond will serve a dual stormwater and Natural Areas purpose, similar to Fox Meadows.

202.2 Northeast College Corridor Outfall Water Quality Pond - Funded **2013 - \$0**
2014 - \$1,100,000

This Offer proposes to fund a component of the Northeast College Corridor Outfall (NECCO) project. The NECCO plan provides a regional solution to stormwater drainage needs that is superior to the disconnected on-site stormwater management facilities that would have occurred in its absence. Stormwater conveyance, control and water quality facilities for existing conditions as well as future development are incorporated into the design.

The regional detention pond and the outfall pipe connecting to the East Vine Diversion channel constitute the infrastructure known as the "backbone" of NECCO. This is the essential infrastructure required to allow the unified regional stormwater and water quality system to function properly.

Possible components to be built include the water quality pond, the final RR crossing, purchase of downstream ponding easements, components of the backbone outfall piping, etc.

This project should not be confused with the Dry Creek Flood Control project from several years ago. The Dry Creek project provided controls to reduce the risk of flooding in the area, revising the floodplain and making a large portion of the area safer for development. The NECCO project will provide localized drainage and water quality improvements that will result from the existing and new development in the area.

This offer funds the first step in building the infrastructure to ultimately provide the unified regional stormwater system for the northeast College Avenue area.

SAFE COMMUNITY

202.3 Harmony Flood Mitigation Feasibility and Preliminary Design - Funded **2013 - \$400,000**
2014 - \$500,000

In 2002, the City adopted the Cache La Poudre River Master Drainageway Plan, which documents flooding issues along two major split flow paths in the Interstate 25 (I-25)/Harmony Road Area. The westerly flow path overtops Harmony Road for the 10-Year flood event, cutting off Harmony Road access from I-25 to Fort Collins. Harmony road will be overtopped and damaged by the 50- and 100-Year events, impacting emergency response to southeast Fort Collins from a new Fire Station proposed by Poudre Fire Authority (PFA) east of this location. Reconstruction of a damaged Harmony Road would have significant long-term access and financial impacts on Fort Collins.

This offer will use 2006 conceptual design information and evaluate the feasibility of eliminating 100-Year flooding on Harmony Road. If the project is feasible, the offer will fund preliminary design (20% level plans) to generate a total project cost estimate for submittal and consideration in the 2015-2016 budget process. The conceptual alternatives include a storm runoff conveyance structure under Harmony Road and vary from raising Harmony Road to reconfiguring the upstream Arapahoe Bend Natural Area pond to channelization/flood control structures downstream of the pond. The easternmost box culvert would also be used for pedestrian/bicycle passage beneath Harmony Road.

The project involves multiple departments including Stormwater, PFA, Police, Transportation, Engineering, Natural Areas, Parks, and Planning.

202.4 River District Stormwater Project/Jefferson Street Design - Funded **2013 - \$0**
2014 - \$100,000

The City and the Downtown Development Authority (DDA) have proposed to reconstruct Jefferson Street and desire other improvements in the River District area in the near future. This area has some of the oldest underground utilities in the City. The rehabilitation of these pipes will have a direct effect on maintaining the long-term integrity of the systems. Additionally, timing the replacment of these underground systems in conjunction with other City projects minimizes both the costs of the projects as well as the impact to our citizens.

This capital project offer funds the design of storm drainage improvements associated with the proposed Jefferson Street project and potential redevelopment of the River District. The area included in the design is from College Avenue to Lincoln Avenue and between Jefferson Street and the Poudre River. Storm drainage for this area is undersized, does not include water quality treatment, and is served by older lines running through the industrial area, between the railroad tracks, and under several buildings. The project will also provide improved drainage systems to serve the northern part of Downtown and bring that water to the water quality ponds in the Udall Natural Area.

SAFE COMMUNITY

219.1 KFCG: Police Criminal Investigative Services - Funded **2013 - \$1,135,146**
2014 - \$1,183,300

This offer covers the twelve KFCG Criminal Investigations Division (CID) positions and includes a description of where the positions were placed in the division.

In keeping with the Police Executive Research Forum (PERF) study of 2010, the CID was authorized the use of KFCG funds to increase CID's capacity to investigate crimes in the City of Fort Collins. In all, a total of eight detectives and four Investigative Aides were added to the division.

Some of the KFCG positions augmented existing units, while others were used to create a new Forensic Services Unit (FSU), which enhances the ability of Police Services to investigate and process large and complex crime scenes. This unit also helps Patrol and CID process more of the routine scenes that officers handle. This improved service will help close more cases by using forensic evidence that officers either did not have the expertise or time to collect and analyze.

219.2 KFCG: Investigations Vehicle Purchase, Management, Maintenance and Fuel - Funded **2013 - \$144,800**
2014 - \$147,392

This offer covers all fleet costs for vehicles assigned to KFCG positions in the Criminal Investigations Division. There are a total of eight KFCG vehicles assigned to CID.

Police Services has utilized the one-to-one car plan for more than 35 years. This plan assigns a car to every police officer in the agency. By assigning vehicles to sworn officers and detectives, the response time to incidents is greatly decreased by all members of the agency. In addition, all officers and detectives are trained in crowd control tactics and hazardous substance calls, and are expected to respond with their assigned equipment to assist in handling these calls.

The general fund vehicles are addressed in a separate offer (153.3).

SAFE COMMUNITY

219.3 KFCG ENHANCEMENT: Investigative Services, Technical Services Specialist - Funded **2013 - \$100,180**
2014 - \$94,959

This offer requests funding for one FTE Technical Services Specialist civilian position assigned to the Northern Colorado Drug Task Force (NCDTF). This position would provide a primary service to the NCDTF, but will also be heavily used by all of Police Services and any other City department that has the need.

While the primary purpose of the Criminal Investigations Division (CID) is to investigate crimes with diligence, efficiency, dedication, and respect for all people involved and to use proactive investigative skills to accomplish these goals, the NCDTF focuses on drug activity in Larimer County and consists of a multi-jurisdictional team. The NCDTF is a partnership that includes members of Fort Collins Police Services, the Loveland Police Department, and Colorado Adult Parole. The Fort Collins Police contingent of the NCDTF is comprised of one commander (lieutenant), one sergeant, six detectives, and one administrative aide.

The NCDTF and partnering agencies utilize a number of technology-based tools in the course of their investigations. In addition, new technology is constantly coming on the market that needs to be evaluated. Currently, maintenance, as well as research and evaluation of new technology, is being done by a Loveland Police Department (LPD) Sergeant working collateral duty on a limited overtime-paid basis.

222.1 Poudre Fire Authority Administration - Funded **2013 - \$1,633,370**
2014 - \$1,667,082

Citizens benefit from services that keep Poudre Fire Authority (PFA) running smoothly and provide a prompt, skillful and caring emergency response. Administration develops the annual budget; coordinates liability, property, and workers' compensation insurance; is responsible for PFA's strategic planning process; provides interagency coordination with local jurisdictions; provides financial management to all divisions; coordinates a personnel system for 183 employees and 30 volunteers; monitors revenues/expenditures; pays bills; oversees quality improvement processes; works with PFA and Poudre Valley Fire Protection District (PVFPD) Boards and City Council to develop financial and organizational policies for PFA; provides an information management system in cooperation with the City IT Department; provides HR functions; provides management for PVFPD; provides oversight/management of PFA's firefighter pension program; coordinates the department's performance-based benchmark program; and assists in the audit process for PFA and PVFPD.

SAFE COMMUNITY

222.2 Poudre Fire Authority Community Safety and Services - Funded **2013 - \$1,035,918**
2014 - \$1,057,299

This offer provides a comprehensive response to the community's need for fire prevention. This is accomplished through five programs: Technical Services, Inspection Services, Fixed Fire Protection Systems, Investigation Services and Public Education. Program areas coordinate their efforts to ensure that the built environment complies with the Fire Code, and is maintained throughout its life in a manner that provides a safe place for citizens. This effort includes any built-in fire detection/suppression systems, and the safe storage and handling of hazardous materials. The investigation program supports these efforts by determining cause and origin of a fire and then either working with law enforcement if the fire was arson, or reviewing what could be done to prevent a similar fire occurrence. The final program area, public education, concentrates on teaching citizens what they can do to stay safe from fire and other hazards, providing a complete approach to forming a safe community.

222.3 Poudre Fire Authority Operations Support - Funded **2013 - \$75,309**
2014 - \$76,863

Firefighting has highly-specialized and technical requirements to ensure community and personnel safety. This offer provides essential support for emergency operations to meet citizen needs through occupational health and safety, telestaff, recruitment, hiring and promotional testing. This offer provides for the health and safety of citizens and firefighters, recruitment and hiring of qualified employees, and ensures firefighters are available and on duty to respond to citizen needs through telestaff software.

222.4 Poudre Fire Authority Training - Funded **2013 - \$619,208**
2014 - \$631,988

The mission of the PFA Training Division is to provide citizens with highly trained and capable emergency personnel. The Training Division provides basic, advanced and technical level skills, education, and practical application to 166 career firefighters and up to 30 volunteers, as well as the basic recruit fire academy. This training is accomplished by providing hands-on basic skills, search and rescue techniques, apparatus operations, live fire training, extrication training, and skills evaluations, ensuring PFA personnel are ready to protect citizens, property and themselves in all situations. Training is responsible for maintaining the Training Facility: all buildings, 3 classrooms, dormitory and kitchen, complete maintenance shop, manufactured home, 6-story high rise tower, 2-story burn building, vehicle extrication site, pump pit, propane fire props, structural collapse site, confined space maze, technical rescue area equipment (2 reserve engines, backhoe, forklift and other vehicles), the PFA integrated calendar showing all activities occurring daily within PFA which is crucial to operations, and the PFA Training Division intranet site tracking all current and past training activities, curriculum and safety issues.

SAFE COMMUNITY

222.5 KFCG: Poudre Fire Authority Emergency Operations - Funded **2013 - \$2,294,050**
2014 - \$2,341,680

Poudre Fire Authority (PFA) received funds from the Keep Fort Collins Great tax initiative in 2011, thereby allowing PFA to implement the South Battalion, a 4-person company, replace funds from budget reductions, provide station maintenance to Stations 1-4, provide equipment for new hires, reinstate two attrition positions, and add a Shift Safety Officer program. This offer will continue these service level enhancements into the 2013 and 2014 budget years.

This offer will provide 12 uniformed positions (firefighters) to the community (four per shift). PFA operates three rotating shifts to staff the 10 career fire stations 24 hours a day, 365 days a year.

222.6 KFCG ENHANCEMENT: Poudre Fire Authority Electronic Data Management - Funded **2013 - \$124,523**
2014 - \$0

Pursuing a paperless organization is a key to environmental responsibility, sustainability and business efficiency, and should be a goal for departments now and in the future. Pursuing a paperless organization by transferring current files to electronic servers and concurrently developing a process to do the same with future files will eliminate a large portion of our current paper resources, provide controlled access to users, provide protection against natural or manmade disasters, free up current office space and increase efficiency. Poudre Fire Authority operates out of 15 separate locations with a staff of 183 employees and 30 volunteers. PFA staff perform a majority of business functions internally including budget, personnel management, workers' compensation, fire prevention plans and reviews, data management, et al. Staff and department members rely heavily on paper documents, which are currently housed in more than 40 large file cabinets in numerous locations.

An RFP for a contract to scan relevant PFA documents would be the most economical. The request would include having the contractor provide the labor/staffing to scan and organize the needed documents. After consultation with the selected service provider a decision would be made on whether to host PFA data internally or externally.

222.11 ENHANCEMENT: Emergency Medical Services (EMS) Smartphone Application - Funded **2013 - \$75,000**
2014 - \$0

Research shows that victims of cardiac arrest have the best chance of survival if those around them intervene with Cardio Pulmonary Resuscitation (CPR) or better yet, automatic external defibrillation (AED). Hands-only CPR has made learning this life saving skill accessible to nearly anyone. Those who learn CPR can actually be put into the local Emergency Medical Services System with a simple application installed on their iPhone or Android smart phone. This application notifies registered users when a call for a possible or confirmed cardiac arrest occurs in a public place within 500 feet of the user's location. The application also informs the rescuer of the location of the nearest AED. This offer is for the funds to install the necessary computer aided dispatch (CAD) software into the expected CAD upgrade in 2013 or 2014. Grant money is available for the project, but is not guaranteed.

SAFE COMMUNITY

222.13 Poudre Fire Authority Operations Maintenance - Funded **2013 - \$721,293**
2014 - \$736,180

This offer includes fleet maintenance (service and repair of PFA's fire engines and trucks), firefighting equipment, facilities, self contained breathing apparatus (SCBA) maintenance, and the PFA warehouse. By providing on-site maintenance of critical firefighting and rescue equipment and apparatus, PFA provides a high level of service to citizens by maintaining excellent quality control, reducing costs and providing quicker service. Having maintenance technicians trained in specialized fire equipment means the repairs are finished more quickly, enabling units to return to service in a timely manner.

222.14 Poudre Fire Authority Emergency Operations - Funded **2013 - \$12,526,408**
2014 - \$12,784,947

The Poudre Fire Authority (PFA) Emergency Operations division provides citizens with a highly trained firefighting and rescue force with the ability to respond quickly to emergencies including fires (structures, wildland and vehicles), medical emergencies, hazardous material incidents and technical rescues. This offer will provide approximately 80%* of the funding it takes to have 24-hour coverage of PFA's 10 career fire stations 365 days a year (three stations are not staffed continuously and rely on response from volunteers). This staffing includes three firefighters per engine (including 1 Captain per engine [10 engines]), four firefighters per truck (including 1 Captain per truck [2 trucks]), and a Battalion Chief. Keep Fort Collins Great Funds will provide for another Battalion Chief in the south part of the jurisdiction (response area is south of Drake), a safety officer (at the rank of Captain) and a fourth firefighter on an engine company within the City.

This is a large offer that staff very seriously considered breaking up into smaller offers, however there wasn't a logical way to do it.

*The Poudre Fire Authority is funded by the City of Fort Collins and the Poudre Valley Fire Protection District. The funding contribution from the two agencies has historically been around 80% from the City and 20% from the District.

223.1 PFA Office of Emergency Management - Funded **2013 - \$123,842**
2014 - \$126,398

The benefit to citizens, visitors and employees of Fort Collins from the Office of Emergency Management (OEM) is the preservation of life safety, property conservation and environmental protection in pre-disaster, disaster and post-disaster periods. OEM is responsible for coordinating and providing internal and external services in the area of prevention, preparedness, mitigation, response and recovery as related to natural, technological and man-made hazards and disasters in the community.

SAFE COMMUNITY

223.2 ENHANCEMENT: PFA Office of Emergency Management - Funded **2013 - \$120,500**
2014 - \$121,920

A service level increase in public education, training, technology and planning for prevention, preparedness, mitigation, response and recovery in the Office of Emergency Management (OEM) will move closer to reaching benchmarks (best practices/nationally-recognized standards) and full potential for the citizens of Fort Collins. Mandates are being marginally reached at the current level of funding.

OEM is responsible for coordinating and providing internal and external services in the area of prevention, preparedness, mitigation, response and recovery as related to natural, technological and man-made hazards and disasters in the community. However, due to budget constraints, diminishing grants and lack of support, these programs are coordinated and provided below best practices and nationally-recognized standards, and are unable to either expand or achieve their full potential. The quality and quantity of programs will be dramatically increased with this offer.

241.1 Utility Locating Operations - Funded **2013 - \$520,188**
2014 - \$532,837

This offer funds the Utilities Locating Services. Underground utilities must be located and marked before beginning excavation to prevent damage to underground utility infrastructure, service interruptions and bodily injury.



Safe Community

Fort Collins provides a safe place to live, work, learn, and play.

Primary Factors

Prevention

Responsiveness

**Planning
Preparedness
and Recovery**

**Community
Involvement
and
Partnerships**

**Infrastructure
and Design**

Secondary/Causal Factors

- Visible presence of safety personnel
- Roadway behavior and traffic safety
- Youth involvement programs
- Data collection & trend analysis
- Prevention and education Programs
- Graffiti/vandalism abatement

- Restored community services in emergencies
- Timely response
- Professional well-equipped, caring responders
- Flexible responses to community safety issues
- Coordination among agencies
- Response by appropriate agency
- Innovative approaches

- Highly trained emergency personnel
- Effective communication systems
- Reliable electric power
- Appropriate equipment & technology
- Response/recovery to natural disaster & outages events
- Strategic problem solving
- Pre-incident plans
- Strong relationships with funding partners

- Innovative technology
- Utilize volunteer
- Collaboration with local, state and federal entities,
- Victim assistance
- Contract services: mental health, animal control, human services
- Community problem solving
- Regional initiatives, Public-private partnerships

- Multi-purpose design elements in public infrastructure
- Safe design and inspection
- Appropriately-lit buildings, streets, parking lots
- Well-maintained facilities and streets
- Flood control structures/measures
- Clean, well-kept non-residential areas
- Safety oriented utility system design



Safe Community Request for Results

Team Members

Chairperson:	Ann Turnquist, City Manager's Office
Budget Liaison:	Tricia Muraguri, Police Services
Communications:	Cathy Blakeman, Human Resources
Members:	Mike Trombley, Police Services
	Susie Gordon, Environmental Services
	Ron Simms, Poudre Fire Authority
	Daylan Figgs, Natural Areas
	Gary Thomas, Citizen Participant
	Josh Jones, Intern City Manager's Office

Result

Fort Collins provides a safe place to live, work, learn and play

Introduction/Summary of Results Map

Ensuring that Fort Collins is a safe place to live, work, learn and play can be addressed by many services and programs provided by the City and collaborative partners such as the Poudre Fire Authority. Many of these actions are envisioned in City Plan's Safety and Wellness Section.

Residents often identify immediate actions from Police and Fire as key parts of their sense of safety. In addition, citizens who are pleased with the quality of the interactions they have with Police and Fire every day have an enhanced sense of security. If they trust the fairness and competence of police and fire staff, they are more likely to report crime when they are victimized, more likely to cooperate during investigations, more involved in partnerships to resolve neighborhood disorder, and more likely to appear as a witness.

The definition of a safe community is broader than simply police or fire assistance. It also extends to the City-provided utilities including a safe and reliable electric power system and a state-of-the-art stormwater system which minimizes the risk of flooding. City Plan also envisions a built environment which is designed with safety in mind (see also City Plan Policy LIV 12.1)

The Safe Community Team will evaluate offers based on how well they address one or more of the following factors. These factors are ranked, in priority order:

- 1) Prevention
- 2) Responsiveness
- 3) Planning, Preparedness and Recovery
- 4) Community Involvement and Partnerships
- 5) Infrastructure and Design

All offers should address a Safe Community, Operational Excellence and a Culture of Innovation.

Indicators

Indicator 1: Incidents of Serious Crime

Measures:

- Decrease Part I Violent Crimes Per 1,000 Residents
- Decrease Part I Property Crimes Per 1,000 Residents
- Improve Average Response Time to Priority I Calls for Service

These measures are used to compare Fort Collins with data provided by other cities and counties.

Indicator 2: Incidents Due to Fire and Other Emergency Situations

Measures:

- Decrease Number of Fires
- Decrease Average Response Time
- Decrease Fire Extension Beyond Room of Origin
- Increase Cardiac Arrest Survival

These measures support the Poudre Fire Authority strategic plan and are considered to be indicators of fire service effectiveness. Where possible, these indicators should be benchmarked to other jurisdictions. Incidents include deaths, injuries, and direct/indirect losses which are related to a variety of emergency situations.

Indicator 3: Level of Emergency Preparedness

Measures:

- Increase LETA 911 Participation - % of City residents registered
- Increase FEMA Community Rating System Rating to 3,500 points (Stormwater)
- Increase number of participants in disaster/emergency preparedness programs and activities

These measures show two aspects of the general level of emergency preparedness in Fort Collins. The Larimer Emergency Telephone Authority (LETA) system, or reverse 911, quickly apprises registered residents of emergency situations. The FEMA Community Rating System (CRS) figure is a reflection of the effectiveness of our community's floodplain management. The National Flood Insurance Program's (NFIP) CRS is a voluntary incentive program that recognizes and encourages community floodplain management activities that exceed the minimum NFIP requirements. A prepared community can sustain the impact from a disaster better than those which are not prepared.

Indicator 4: Traffic and Mobility Safety

Measures:

- Increase Rate of Voluntary Speed Compliance
- Decrease number of collisions by type (auto, bike, pedestrian)

Safety on the roads, trails and sidewalks is important to community members and visitors alike. This indicator will help show the effectiveness of measures designed to promote responsible driving and bicycling.

Indicator 5: Citizen Perception of Safety

Measures:

- Increase % of residents who feel safe in the community overall
- Increase % of residents who feel safe in downtown Fort Collins during the day
- Increase % of residents who feel safe in downtown Fort Collins at night
- Increase % of residents who feel safe in their neighborhood

The results will provide a collective picture of the attitudes, behaviors and experiences of the respondents relative to safety in Fort Collins. These measures also indicate residents' perception of safety in the downtown area and other areas, which is a key focus of safety design activities such as alley-way improvements.

Indicator 6: Reliability and Safety of Electric Infrastructure

Measures:

- Improve Average System Availability Index (ASAI)
- Improve Customer Average Interruption Duration Index (CAIDI)
- Improve System Average Interruption Frequency Index (SAIFI)

These measures provide the percentage of time electric service is available, the average outage duration that any given customer would experience, and the units of interruptions per customer over the course of a year. In general, these three measures depict the overall reliability of our electric infrastructure.

Purchasing Strategies

1. Education and Outreach Actions that Promote Community Safety

We are looking for offers that encourage and support **Prevention**, and are proactive, not just responsive to safety concerns. Specifically offers for/that:

- Provide programs that promote responsible driving and bicycling
- Prevention programs to reduce crime
- Fire prevention and education programs
- Provide programs for youth involvement
- Provide programs which address visible signs of disorder

2. Response to Safety Issues

We are looking for offers that encourage and support **Responsiveness** to collisions, crimes, fires, emergency medical services (EMS) and utility emergencies. Specifically offers for/that:

- Provide for well-equipped, timely, trained, caring response teams
- Promote coordination and response by appropriate agencies
- Provide for prompt restoration of services and infrastructure in emergency situations
- Address community safety issues before they become significant problems

3. Disaster Resistant Community

We are looking for offers that encourage and support **Planning, Preparedness and Recovery**, implementing planning and preparations to become a disaster resistant/resilient community.

Specifically offers for/that:

- Enable appropriate staging of plans, personnel and equipment to deal with natural disasters, extreme weather, utility outages and significant community events
- Leverage the use of State and Federal Funding by regional agencies

- Lead community disaster preparedness and aid in recovery

4. Community and Partner Involvement

We are looking for offers that encourage and support deliberate **Community Involvement and Partnerships** that make our community safer and stronger. Specifically offers for/that:

- Maximize the resources of local, regional and federal agencies to address safety issues
- Provide for victim assistance
- Reduce recidivism of juvenile offenders (repeat offenders)
- Increase citizen accountability, awareness and involvement in public safety
- Improve community safety and human assistance in the areas of animal control, detoxification, mental health, and substance abuse by leveraging contract resources
- Foster public-private partnerships to address community safety issues
- Build a sense of community pride and involvement
- Leverage community volunteers as cost effective staff resources and citizen advocates
- Adapt emerging technologies which improve the ability of citizens to be engaged in response to emergencies (e.g. Smartphone apps for citizen responders, LETA 911 notification system)

5. Safety in the Built Environment

We are looking for offers that encourage and support promoting safety through **Infrastructure and Design** and provide a sense of security and safety in public and private spaces. Specifically offers for/that:

- Provide a safe built environment including well-lit buildings, streets, parking lots, safe design and inspection of facilities, clean well kept non-residential areas, and visible presence of safety personnel.
- Ensure reliable, efficient electric power
- Provide adequate flood management
- Focus on enhancing safety in the downtown areas through safety conscious design
- Compliance with local safety code requirements

Sources, Reports and Related Major Plans

- Poudre Fire Authority Strategic Plan
- PFA Annual Report
- Stormwater Master Plan
- City Plan
- Community Scorecard
- Staff interviews with subject matter experts
- Benchmark Cities Survey
- FBI Uniform Crime Report
- Futures Committee Data Inventory



TRANSPORTATION

Fort Collins provides for safe and reliable multi-modal travel to, from, and throughout the city.

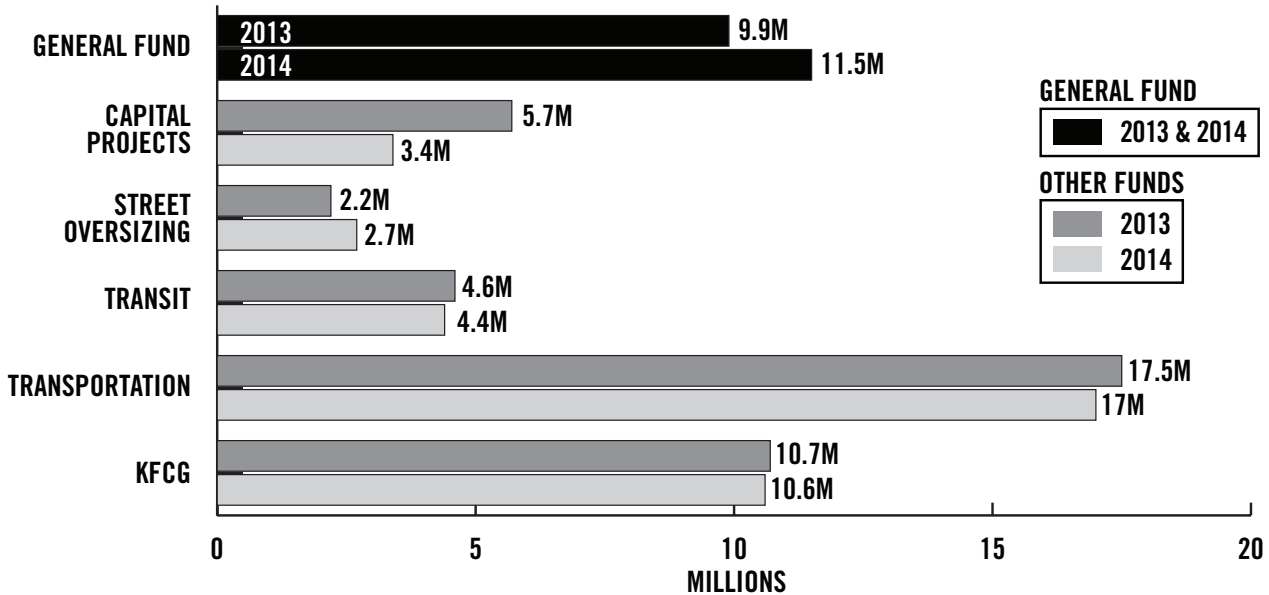




Transportation

2013 GENERAL FUND & OTHER FUNDS – 50.6M
 2014 GENERAL FUND & OTHER FUNDS – 49.6M

- Operations
- Transfort
- Street Maintenance
- Capital Improvements



OVERVIEW

Transportation revenues have significantly improved with the passage of the Keep Fort Collins Great tax initiative in 2010. This budget provides \$15.1 million for the Pavement Management Program to maintain the City’s network of roads. This budget also maintains high-priority transportation services such as snow removal, street sweeping and traffic management. In addition to existing Dial-A-Ride and public transit services, funding is provided to begin MAX operations in the middle of 2014.

KFCG funds will be used to make a strategic investment in the Phase III North College Improvements, as well as several other enhancements such as bridge replacement, capital equipment for Streets, and major maintenance of the Parking Structure. Building on Basic revenue will fund Timberline Road improvements from Drake to Prospect, as well as intersection improvements and traffic signals.

The 2013-2014 Recommended Budget also maintains the community’s commitment to bicycling by funding efforts to improve biking infrastructure and programs, utilizing grant funding whenever possible. The FC Bikes Program is fully funded, as well as the Bike Library operations, Bicycle Plan Implementation, an enhancement to take Fort Collins to a platinum level bike-friendly community, and a one-time investment to leverage partnership dollars to bring the Pro Cycling Challenge to our region.

FUNDING SOURCES

Transportation funding comes from a variety of sources, including the federal and state governments which are comprised of highway users' tax, motor vehicle registration fees, road and bridge levy, etc.

The Pavement Management Program is primarily supported through voter approved sales tax funds and General Fund resources. Many capital projects are funded through dedicated sales tax revenue from the 2005 Building on Basics (BOB) tax initiative. Street oversizing is also funded by dedicated funds collected from development fees. Grants such as those from the federal Congestion Mitigation and Air Quality (CMAQ) Improvement Program provide a key revenue source for a number of projects.

KEY PURCHASES

- Snow plowing and street sweeping
- Transfort/Dial-a-Ride
- Traffic Operations
- Engineering and capital improvement management
- North College Avenue improvements
- Bridge replacements and maintenance program
- Maintenance of City-owned medians
- Bicycling Program
- Railroad crossing replacement program
- Safe Ride Home Program
- Safe Routes to School

ENHANCEMENTS PURCHASED

- Timberline Road Improvements (Drake to College)
- Intersection Improvements and Traffic Signals
- City Bridge Program
- North College Improvements - Phase III
- Pro Cycling Challenge
- Hourly Traffic Utility Workers
- Traffic Signal Controller Replacement
- Street Capital Equipment
- FC Bikes to Platinum
- Community Gateways
- Green Street/Reshaping Streets Implementation Project
- Mulberry Bridge Design
- I-25/392 Signage

EXAMPLES OF SERVICE ENHANCEMENTS NOT PURCHASED

- Additional Transfort/Dial A Ride Routes
- Street Oversizing Capital Expansion Fee Program
- Willow Street Low Impact Development Design
- Transportation Master Plan Performance Monitoring
- Streets Supervisor Position
- Alley Maintenance
- Traffic Operations Building Expansion

Drilling Platform - Ranked Offers by Outcome

Budget Years: 2013 - 2014

TRANSPORTATION - 2013

Offer	Offer Cost Total	Offer Funding			
		GENERAL FUND Dedicated	GENERAL FUND Ongoing	OTHER FUNDS	RESERVES
118.1 Transfort Fixed-Route Operations	5,807,232	0	2,737,571	3,069,661	0
				<i>Transit Services Fund</i>	
38.1 Snow Removal Operations	1,316,746	0	0	1,316,746	0
				<i>Transportation Fund</i>	
22.1 Traffic Signal Maintenance	682,053	0	0	682,053	0
				<i>Transportation Fund</i>	
118.3 MAX Operations	84,707	0	84,707	0	0
38.8 Arterial Street Maintenance Program	4,838,038	0	504,174	4,333,864	0
				<i>Transportation Fund</i>	
38.5 Essential Street Operations	993,929	0	0	993,929	0
				<i>Transportation Fund</i>	
38.11 KFCG: Arterial Street Maintenance Program	4,266,843	0	0	4,043,279	223,564
				<i>Keep Fort Collins Great Fund</i>	<i>Keep Fort Collins Great Fund</i>
118.2 FLEX Regional Service	755,409	0	0	755,409	0
				<i>Transit Services Fund</i>	
22.2 Traffic Signs and Pavement Markings	903,425	0	0	903,425	0
				<i>Transportation Fund</i>	
38.4 Streets Work for Others	2,014,224	0	0	2,014,224	0
				<i>Transportation Fund</i>	
38.9 Collector Street Maintenance Program	1,596,955	0	458,954	1,138,001	0
				<i>Transportation Fund</i>	
105.1 Engineering Core Services	1,456,279	0	279,416	1,176,863	0
				<i>Transportation Fund</i>	

Drilling Platform - Ranked Offers by Outcome

Budget Years: 2013 - 2014

TRANSPORTATION - 2013

Offer	Offer Cost		Offer Funding		
	Total	Dedicated	GENERAL FUND Ongoing	OTHER FUNDS	RESERVES
22.4 Traffic Engineering	1,200,566	20,000	0	1,180,566	0
		<i>Traffic Calming Surcharge</i>		<i>Transportation Fund</i>	
38.12 KFCG: Collector Street Maintenance Program	1,424,119	0	0	1,349,598	74,521
				<i>Keep Fort Collins Great Fund</i>	<i>Keep Fort Collins Great Fund</i>
38.3 Street Sweeping	547,044	0	0	547,044	0
				<i>Transportation Fund</i>	
105.2 Engineering Capital Projects	433,326	0	180,000	253,326	0
				<i>Transportation Fund</i>	
118.4 Dial-A-Ride Operations	1,181,025	0	1,057,933	123,092	0
				<i>Transit Services Fund</i>	
105.8 KFCG: City Bridge Program	1,700,000	0	0	1,700,000	0
				<i>Keep Fort Collins Great Fund</i>	
22.3 Traffic Construction	1,350,000	0	0	1,350,000	0
				<i>Transportation Fund</i>	
105.4 Street Oversizing Capital Expansion Fee Program	2,601,384	0	361,617	2,239,767	0
				<i>Street Oversizing Fund</i>	
118.8 Transfort Capital Replacement and Repair	567,920	0	3,000	439,920	125,000
				<i>Transit Services Fund</i>	<i>Transit Services Fund</i>
119.10 KFCG ENHANCEMENT: Transfort / Dial-A-Ride Facilities Capital Improvements	97,000	0	0	0	97,000
					<i>Keep Fort Collins Great Fund</i>
106.2 KFCG: Fort Collins Bicycling Program, FC Bikes	217,950	0	0	217,950	0
				<i>Keep Fort Collins Great Fund</i>	

TRANSPORTATION - 2013

Offer	Offer Cost Total	Offer Funding			
		GENERAL FUND Dedicated	GENERAL FUND Ongoing	OTHER FUNDS	RESERVES
106.7 ENHANCEMENT: Pro Cycling Challenge	50,000	0	0	0	50,000 <i>General Fund</i>
105.3 Surveying	398,415	0	398,415	0	0
22.5 Harmony Road Maintenance	189,863	0	0	60,000 <i>Transportation Fund</i>	129,863 <i>Transportation Fund</i>
38.13 KFCG: Residential Street Maintenance Program	1,489,696	0	0	1,415,175 <i>Keep Fort Collins Great Fund</i>	74,521 <i>Keep Fort Collins Great Fund</i>
106.1 Transportation Planning Core Services	477,727	0	0	477,727 <i>Transportation Fund</i>	0
118.5 Transit Center Operations	292,868	0	277,868	15,000 <i>Transit Services Fund</i>	0
38.2 Streets Department Supporting Operations	1,111,139	0	897,330	213,809 <i>Transportation Fund</i>	0
105.9 North College Improvements - Phase III - Right of Way Acquisition and Design	1,940,000	0	0	1,940,000 <i>Capital Projects Fund</i>	0
38.10 Residential Street Maintenance Program	1,538,987	0	863,852	675,135 <i>Transportation Fund</i>	0
118.7 Transfort Administration	1,362,739	0	1,362,739	0	0
105.5 Pedestrian Plan and Disability Access Improvements (BOB)	300,000	0	0	300,000 <i>Capital Projects Fund</i>	0

TRANSPORTATION - 2013

Offer	Offer Cost		Offer Funding			
	Total		GENERAL FUND		OTHER FUNDS	RESERVES
		Dedicated	Ongoing			
106.3 KFCG: North Front Range Metropolitan Planning (NFRMPO) Dues	72,900	0	0	72,900	0	0
				<i>Keep Fort Collins Great Fund</i>		
22.8 KFCG: Hourly Traffic Utility Workers	74,098	0	0	74,098	0	0
				<i>Keep Fort Collins Great Fund</i>		
107.1 Bicycle Plan Implementation (BOB)	125,000	0	0	125,000	0	0
				<i>Capital Projects Fund</i>		
105.10 ENHANCEMENT: Timberline Road Improvements – Drake Road to Prospect Road (BOB)	763,368	0	0	763,368	0	0
				<i>Capital Projects Fund</i>		
105.11 ENHANCEMENT: Intersection Improvements and Traffic Signals (BOB)	780,000	0	0	780,000	0	0
				<i>Capital Projects Fund</i>		
38.6 Harmony Transfer Center & I-25 Interchange Maintenance	99,000	0	99,000	0	0	0
38.22 KFCG: Road Shoulder, Mowing, Median, and Alley Maintenance	181,510	0	0	0	181,510	0
				<i>Keep Fort Collins Great Fund</i>		
105.6 Railroad Crossing Replacement Program	100,000	0	100,000	0	0	0
22.7 KFCG: Traffic Signal Controller Replacement	271,528	0	0	271,528	0	0
				<i>Keep Fort Collins Great Fund</i>		
38.15 KFCG: Streets Capital Equipment	156,172	0	0	156,172	0	0
				<i>Keep Fort Collins Great Fund</i>		

Drilling Platform - Ranked Offers by Outcome

Budget Years: 2013 - 2014

TRANSPORTATION - 2013

Offer	Offer Cost Total	Offer Funding			
		GENERAL FUND Dedicated	Ongoing	OTHER FUNDS	RESERVES
22.6 KFCG: Traffic Operations Capital Equipment Replacement	116,500	0	0	116,500	0
				<i>Keep Fort Collins Great Fund</i>	
38.14 KFCG ENHANCEMENT: Streets Capital Equipment	239,920	0	0	239,920	0
				<i>Keep Fort Collins Great Fund</i>	
119.11 Safe Ride Home Late-Night Bus Service	105,500	0	0	55,500	50,000
				<i>Transit Services Fund</i>	<i>General Fund</i>
107.2 KFCG: Fort Collins Bike Library Operations	80,000	0	0	80,000	0
				<i>Keep Fort Collins Great Fund</i>	
106.8 KFCG: Safe Routes to School Program	74,000	0	0	74,000	0
				<i>Keep Fort Collins Great Fund</i>	
73.1 KFCG: Parking Garage Major Maintenance/Handicap Parking Spaces	115,000	0	0	115,000	0
				<i>Keep Fort Collins Great Fund</i>	
106.4 KFCG ENHANCEMENT: FC Bikes to Platinum	90,000	0	0	90,000	0
				<i>Keep Fort Collins Great Fund</i>	
105.17 ENHANCEMENT: Design of Community Gateway Features on I-25	100,000	0	0	100,000	0
				<i>Capital Projects Fund</i>	
105.18 ENHANCEMENT: Natural Resources Research Center Overpass (NRRC Overpass)	1,200,000	0	0	1,200,000	0
				<i>Capital Projects Fund</i>	
105.12 ENHANCEMENT: Lemay and Vine Capital Improvement Project - Review Initial Configuration	50,000	0	0	0	50,000
					<i>General Fund</i>

TRANSPORTATION - 2013

Offer	Offer Cost		Offer Funding			
	Total		GENERAL FUND Dedicated	Ongoing	OTHER FUNDS	RESERVES
105.25 Mulberry Bridge Design	500,000		0	52,000	448,000	0
					<i>Capital Projects Fund</i>	
105.26 I25 / 392 Signage	100,000		0	0	0	100,000
						<i>General Fund</i>
119.12 KFCG ENHANCEMENT: Transfort Marketing	60,080		0	0	60,080	0
					<i>Keep Fort Collins Great Fund</i>	
Funded Offers	50,642,184		20,000	9,718,576	39,747,629	1,155,979
119.9 ENHANCEMENT: Transfort / Dial-A-Ride - KFCG Fare Revenue	34,852		0	0	34,852	0
					<i>Transit Services Fund</i>	
119.5 KFCG ENHANCEMENT: Transfort/Dial-A-Ride Route 11 Additional Service	14,452		0	0	14,452	0
					<i>Keep Fort Collins Great Fund</i>	
119.4 KFCG ENHANCEMENT: Transfort/Dial-A-Ride Additional Southeast Service	95,623		0	0	95,623	0
					<i>Keep Fort Collins Great Fund</i>	
105.7 KFCG ENHANCEMENT: Street Oversizing Capital Expansion Fee Program	400,000		0	0	400,000	0
					<i>Keep Fort Collins Great Fund</i>	
119.2 KFCG ENHANCEMENT: MAX Personnel	41,971		0	0	41,971	0
					<i>Keep Fort Collins Great Fund</i>	
38.21 ENHANCEMENT: Traffic Control Supervisors	29,504		0	0	29,504	0
					<i>Transportation Fund</i>	
229.1 KFCG: Transportation Small Capital Fund	350,000		0	0	350,000	0
					<i>Keep Fort Collins Great Fund</i>	

TRANSPORTATION - 2013

Offer	Offer Cost		Offer Funding			
	Total	GENERAL FUND Dedicated	Ongoing	OTHER FUNDS	RESERVES	
38.20 ENHANCEMENT: Street Maintenance Program Construction Inspectors	30,159	0	0	30,159	0	
				<i>Transportation Fund</i>		
106.5 KFCG ENHANCEMENT: FC Walks, City Walking Program	40,280	0	0	40,280	0	
				<i>Keep Fort Collins Great Fund</i>		
38.17 ENHANCEMENT: Streets Supervisor Position	94,613	0	0	94,613	0	
				<i>Transportation Fund</i>		
38.16 ENHANCEMENT: Alley Improvement Program	150,000	0	0	150,000	0	
				<i>Transportation Fund</i>		
107.6 KFCG: Congestion Management Plan	175,000	0	0	175,000	0	
				<i>Keep Fort Collins Great Fund</i>		
105.13 ENHANCEMENT: Willow Street Low Impact Development Design - Construction Only	750,000	0	0	750,000	0	
				<i>Transportation Fund</i>		
22.9 ENHANCEMENT: Traffic Operations Building Expansion	350,000	0	0	350,000	0	
				<i>Transportation Fund</i>		
38.18 ENHANCEMENT: Alley Maintenance	80,000	0	0	80,000	0	
				<i>Transportation Fund</i>		
105.15 ENHANCEMENT: Engineering Administrative Assistant for the MAX Project	56,111	0	0	56,111	0	
				<i>Transportation Fund</i>		
106.6 ENHANCEMENT: Active Transportation Modes Planner	80,928	0	0	80,928	0	
				<i>Transportation Fund</i>		

TRANSPORTATION - 2013

Offer	Offer Cost Total	Offer Funding			
		GENERAL FUND Dedicated	Ongoing	OTHER FUNDS	RESERVES
105.14 ENHANCEMENT: Drake Road Grade Separation Feasibility Study	100,000	0	0	100,000	0
				<i>Transportation Fund</i>	
107.7 KFCG: Transportation Master Plan Performance Measures and Monitoring	250,000	0	0	250,000	0
				<i>Keep Fort Collins Great Fund</i>	
119.1 KFCG ENHANCEMENT: Transfort / Dial-A-Ride Eligibility Assessments	89,000	0	0	89,000	0
				<i>Keep Fort Collins Great Fund</i>	
38.19 ENHANCEMENT: Harmony Park and Ride Vault Toilet Facility	121,800	0	0	121,800	0
				<i>Transportation Fund</i>	
107.3 KFCG: Automated Bike Share System	100,000	0	0	100,000	0
				<i>Keep Fort Collins Great Fund</i>	
Unfunded Offers	3,434,293	0	0	3,434,293	0
Total Offers	54,076,477	20,000	9,718,576	43,181,922	1,155,979

TRANSPORTATION - 2014

Offer	Offer Cost Total	Offer Funding			
		GENERAL FUND Dedicated	GENERAL FUND Ongoing	OTHER FUNDS	RESERVES
118.1 Transfort Fixed-Route Operations	5,067,676	0	2,496,276	2,571,400	0
				<i>Transit Services Fund</i>	
38.1 Snow Removal Operations	1,193,141	0	0	1,193,141	0
				<i>Transportation Fund</i>	
22.1 Traffic Signal Maintenance	611,165	0	0	611,165	0
				<i>Transportation Fund</i>	
118.3 MAX Operations	1,064,804	0	837,884	226,920	0
				<i>Transit Services Fund</i>	
38.8 Arterial Street Maintenance Program	4,918,717	0	504,057	4,414,660	0
				<i>Transportation Fund</i>	
38.5 Essential Street Operations	939,945	0	0	939,945	0
				<i>Transportation Fund</i>	
38.11 KFCG: Arterial Street Maintenance Program	4,128,309	0	0	4,128,309	0
				<i>Keep Fort Collins Great Fund</i>	
118.2 FLEX Regional Service	781,450	0	0	781,450	0
				<i>Transit Services Fund</i>	
22.2 Traffic Signs and Pavement Markings	924,121	0	0	924,121	0
				<i>Transportation Fund</i>	
38.4 Streets Work for Others	2,061,341	0	0	2,061,341	0
				<i>Transportation Fund</i>	
38.9 Collector Street Maintenance Program	1,623,220	0	435,099	1,188,121	0
				<i>Transportation Fund</i>	

Drilling Platform - Ranked Offers by Outcome

Budget Years: 2013 - 2014

TRANSPORTATION - 2014

Offer	Offer Cost Total	Offer Funding			
		GENERAL FUND Dedicated	Ongoing	OTHER FUNDS	RESERVES
105.1 Engineering Core Services	1,438,844	0	217,806	1,221,038	0
				<i>Transportation Fund</i>	
22.4 Traffic Engineering	1,218,963	20,000	0	1,198,963	0
		<i>Traffic Calming Surcharge</i>		<i>Transportation Fund</i>	
38.12 KFCG: Collector Street Maintenance Program	1,377,978	0	0	1,377,978	0
				<i>Keep Fort Collins Great Fund</i>	
38.3 Street Sweeping	560,041	0	0	560,041	0
				<i>Transportation Fund</i>	
105.2 Engineering Capital Projects	444,522	0	0	444,522	0
				<i>Transportation Fund</i>	
118.4 Dial-A-Ride Operations	1,255,065	0	1,127,049	128,016	0
				<i>Transit Services Fund</i>	
105.8 KFCG: City Bridge Program	1,700,000	0	0	1,700,000	0
				<i>Keep Fort Collins Great Fund</i>	
22.3 Traffic Construction	750,000	0	0	750,000	0
				<i>Transportation Fund</i>	
105.4 Street Oversizing Capital Expansion Fee Program	2,870,239	0	224,028	2,646,211	0
				<i>Street Oversizing Fund</i>	
118.8 Transfort Capital Replacement and Repair	664,812	0	100,000	439,812	125,000
				<i>Transit Services Fund</i>	<i>Transit Services Fund</i>
106.2 KFCG: Fort Collins Bicycling Program, FC Bikes	220,856	0	0	220,856	0
				<i>Keep Fort Collins Great Fund</i>	

TRANSPORTATION - 2014

Offer	Offer Cost Total	Offer Funding			
		GENERAL FUND Dedicated	GENERAL FUND Ongoing	OTHER FUNDS	RESERVES
105.3 Surveying	409,456	0	409,456	0	0
22.5 Harmony Road Maintenance	138,149	0	0	48,000	90,149
				<i>Transportation Fund</i>	<i>Transportation Fund</i>
38.13 KFCG: Residential Street Maintenance Program	1,444,655	0	0	1,444,655	0
				<i>Keep Fort Collins Great Fund</i>	
106.1 Transportation Planning Core Services	486,744	0	0	486,744	0
				<i>Transportation Fund</i>	
118.6 MAX Maintenance	625,290	0	625,290	0	0
118.5 Transit Center Operations	446,509	0	431,509	15,000	0
				<i>Transit Services Fund</i>	
38.2 Streets Department Supporting Operations	1,133,056	0	907,278	225,778	0
				<i>Transportation Fund</i>	
38.10 Residential Street Maintenance Program	1,564,474	0	891,255	673,219	0
				<i>Transportation Fund</i>	
118.7 Transfort Administration	1,383,271	0	1,383,271	0	0
105.5 Pedestrian Plan and Disability Access Improvements (BOB)	300,000	0	0	300,000	0
				<i>Capital Projects Fund</i>	
106.3 KFCG: North Front Range Metropolitan Planning (NFRMPO) Dues	72,296	0	0	72,296	0
				<i>Keep Fort Collins Great Fund</i>	
22.8 KFCG: Hourly Traffic Utility Workers	74,098	0	0	74,098	0
				<i>Keep Fort Collins Great Fund</i>	

Drilling Platform - Ranked Offers by Outcome

Budget Years: 2013 - 2014

TRANSPORTATION - 2014

Offer	Offer Cost Total	Offer Funding			
		GENERAL FUND Dedicated	GENERAL FUND Ongoing	OTHER FUNDS	RESERVES
107.1 Bicycle Plan Implementation (BOB)	125,000	0	0	125,000	0
				<i>Capital Projects Fund</i>	
105.10 ENHANCEMENT: Timberline Road Improvements – Drake Road to Prospect Road (BOB)	2,736,632	0	0	2,736,632	0
				<i>Capital Projects Fund</i>	
38.6 Harmony Transfer Center & I-25 Interchange Maintenance	101,000	0	101,000	0	0
38.7 Road Shoulder, Mowing, Median, and Alley Maintenance	183,064	0	183,064	0	0
105.6 Railroad Crossing Replacement Program	100,000	0	100,000	0	0
38.15 KFCG: Streets Capital Equipment	359,790	0	0	359,790	0
				<i>Keep Fort Collins Great Fund</i>	
22.6 KFCG: Traffic Operations Capital Equipment Replacement	196,830	0	0	196,830	0
				<i>Keep Fort Collins Great Fund</i>	
38.14 KFCG ENHANCEMENT: Streets Capital Equipment	300,000	0	0	300,000	0
				<i>Keep Fort Collins Great Fund</i>	
119.11 Safe Ride Home Late-Night Bus Service	108,665	0	0	58,665	50,000
				<i>Transit Services Fund</i>	<i>General Fund</i>
107.2 KFCG: Fort Collins Bike Library Operations	80,000	0	0	80,000	0
				<i>Keep Fort Collins Great Fund</i>	
106.8 KFCG: Safe Routes to School Program	74,000	0	0	74,000	0
				<i>Keep Fort Collins Great Fund</i>	

Drilling Platform - Ranked Offers by Outcome

Budget Years: 2013 - 2014

TRANSPORTATION - 2014

Offer	Offer Cost Total	Offer Funding				
		GENERAL FUND Dedicated	Ongoing	OTHER FUNDS	RESERVES	
73.1 KFCG: Parking Garage Major Maintenance/Handicap Parking Spaces	115,000	0	0	115,000	0	
				<i>Keep Fort Collins Great Fund</i>		
106.4 KFCG ENHANCEMENT: FC Bikes to Platinum	90,000	0	0	90,000	0	
				<i>Keep Fort Collins Great Fund</i>		
229.2 KFCG: MAX Operations	350,000	0	0	350,000	0	
				<i>Keep Fort Collins Great Fund</i>		
107.4 ENHANCEMENT: Green Street/Reshaping Streets Implementation Project	450,000	0	450,000	0	0	
105.25 Mulberry Bridge Design	250,000	0	13,000	237,000	0	
				<i>Capital Projects Fund</i>		
119.12 KFCG ENHANCEMENT: Transfort Marketing	60,188	0	0	60,188	0	
				<i>Keep Fort Collins Great Fund</i>		
	Funded Offers	49,573,376	20,000	11,437,322	37,850,905	265,149
119.9 ENHANCEMENT: Transfort / Dial-A-Ride - KFCG Fare Revenue	168,747	0	0	168,747	0	
				<i>Transit Services Fund</i>		
119.8 ENHANCEMENT: Transfort / Dial-A-Ride - Enhanced MAX-Related Service	636,825	0	573,544	63,281	0	
				<i>Transit Services Fund</i>		
119.5 KFCG ENHANCEMENT: Transfort/Dial-A-Ride Route 11 Additional Service	24,707	0	0	24,707	0	
				<i>Keep Fort Collins Great Fund</i>		

TRANSPORTATION - 2014

Offer	Offer Cost Total	Offer Funding			
		GENERAL FUND Dedicated	Ongoing	OTHER FUNDS	RESERVES
119.4 KFCG ENHANCEMENT: Transfort/Dial-A-Ride Additional Southeast Service	233,760	0	0	233,760	0
<i>Keep Fort Collins Great Fund</i>					
105.7 KFCG ENHANCEMENT: Street Oversizing Capital Expansion Fee Program	400,000	0	0	400,000	0
<i>Keep Fort Collins Great Fund</i>					
119.2 KFCG ENHANCEMENT: MAX Personnel	201,715	0	0	201,715	0
<i>Keep Fort Collins Great Fund</i>					
38.21 ENHANCEMENT: Traffic Control Supervisors	32,462	0	0	32,462	0
<i>Transportation Fund</i>					
119.3 KFCG ENHANCEMENT: Transfort/Dial-A-Ride - Reports Coordinator	54,255	0	0	54,255	0
<i>Keep Fort Collins Great Fund</i>					
229.1 KFCG: Transportation Small Capital Fund	350,000	0	0	350,000	0
<i>Keep Fort Collins Great Fund</i>					
119.6 KFCG ENHANCEMENT: Sunday MAX Service	165,527	0	0	165,527	0
<i>Keep Fort Collins Great Fund</i>					
38.20 ENHANCEMENT: Street Maintenance Program Construction Inspectors	31,595	0	0	31,595	0
<i>Transportation Fund</i>					
119.7 KFCG ENHANCEMENT: Transfort/Dial-A-Ride Sunday Service	691,440	0	0	691,440	0
<i>Keep Fort Collins Great Fund</i>					
106.5 KFCG ENHANCEMENT: FC Walks, City Walking Program	91,458	0	0	91,458	0
<i>Keep Fort Collins Great Fund</i>					

TRANSPORTATION - 2014

Offer	Offer Cost		Offer Funding			
	Total		GENERAL FUND		OTHER FUNDS	RESERVES
		Dedicated	Ongoing			
38.17 ENHANCEMENT: Streets Supervisor Position	96,878	0	0	96,878	0	0
				<i>Transportation Fund</i>		
38.16 ENHANCEMENT: Alley Improvement Program	150,000	0	0	150,000	0	0
				<i>Transportation Fund</i>		
22.9 ENHANCEMENT: Traffic Operations Building Expansion	350,000	0	0	350,000	0	0
				<i>Transportation Fund</i>		
38.18 ENHANCEMENT: Alley Maintenance	80,000	0	0	80,000	0	0
				<i>Transportation Fund</i>		
105.15 ENHANCEMENT: Engineering Administrative Assistant for the MAX Project	57,608	0	0	57,608	0	0
				<i>Transportation Fund</i>		
105.16 ENHANCEMENT: Willow Street Low Impact Development Design – Design & ROW Only	5,000,000	0	0	5,000,000	0	0
				<i>Transportation Fund</i>		
106.6 ENHANCEMENT: Active Transportation Modes Planner	82,920	0	0	82,920	0	0
				<i>Transportation Fund</i>		
107.7 KFCG: Transportation Master Plan Performance Measures and Monitoring	100,000	0	0	100,000	0	0
				<i>Keep Fort Collins Great Fund</i>		
119.1 KFCG ENHANCEMENT: Transfort / Dial-A-Ride Eligibility Assessments	89,000	0	0	89,000	0	0
				<i>Keep Fort Collins Great Fund</i>		

TRANSPORTATION - 2014

Offer	Offer Cost Total	Offer Funding			
		GENERAL FUND Dedicated	GENERAL FUND Ongoing	OTHER FUNDS	RESERVES
38.19 ENHANCEMENT: Harmony Park and Ride Vault Toilet Facility	17,800	0	0	17,800	0
				<i>Transportation Fund</i>	
107.3 KFCG: Automated Bike Share System	1,200,000	0	0	1,200,000	0
				<i>Keep Fort Collins Great Fund</i>	
107.5 KFCG: Health Impact Planning Initiative	125,000	0	0	125,000	0
				<i>Keep Fort Collins Great Fund</i>	
Unfunded Offers	10,431,697	0	573,544	9,858,153	0
Total Offers	60,005,073	20,000	12,010,866	47,709,058	265,149

TRANSPORTATION

22.1 Traffic Signal Maintenance - Funded **2013 - \$682,053**
2014 - \$611,165

This offer will provide for the continued maintenance, repair and upgrade of traffic signals; the traffic signal communication system; and associated hardware of the City's traffic signal system. The Traffic Operations Department operates and maintains 177 traffic signals, 42 pedestrian signals, 47 school flash zones and five fire station traffic signals. In addition, Traffic Operations maintains 42 closed-circuit television cameras, mid-block video detection cameras and mid-block in-pavement detection zones used to monitor the performance of the transportation system. Approximately 35 miles of fiber-optic cable, along with wireless radios at some outlying locations, tie this system together and allow remote traffic management from the City's Traffic Management Center located at 626 Linden St.

22.2 Traffic Signs and Pavement Markings - Funded **2013 - \$903,425**
2014 - \$924,121

This offer provides for the fabrication, installation, repair and maintenance of traffic signs and pavement markings on the public roadways in Fort Collins. Signs and pavement markings are used to inform, guide, warn and regulate traffic in a safe manner. Proper signing/markings maintenance is critical for public safety and the efficiency of the transportation system.

22.3 Traffic Construction - Funded **2013 - \$1,350,000**
2014 - \$750,000

This is a self-supported program that provides funding, staffing and separate accounting for the installation of traffic signals, signs and pavement markings for other City departments, municipalities, developers and other entities. This program is Traffic Operations' "work for others." Fabricating and installing signs and pavement markings, and constructing traffic signals in-house is cost effective and allows us to maintain quality control of both materials and the installation process. Major projects scheduled for 2013-2014 include signal work for the Mason Corridor MAX project and upgrades to signals as part of the Engineering Department's Capital Projects Program. An additional \$600,000 is needed in 2013 to buy materials and signal equipment to complete these projects.

22.4 Traffic Engineering - Funded **2013 - \$1,200,566**
2014 - \$1,218,963

This offer provides for the continued maintenance and improvement of the City of Fort Collins' transportation system through sound, quality traffic engineering. Traffic signal timing, traffic operational analysis, traffic data collection, work area traffic control, crash analysis, development review and administration of the Traffic Operations Department will be provided through this offer. In addition, staff support to City Council, the Planning and Zoning Board, and the Transportation Board, as well as customer service to citizens, is provided through this offer. Lastly, traffic engineering services for Plan Fort Collins, the Mason Corridor project, other capital projects and street maintenance projects are provided.

TRANSPORTATION

22.5 Harmony Road Maintenance - Funded **2013 - \$189,863**
2014 - \$138,149

This offer supports ongoing maintenance and operation of a key arterial to assure quality infrastructure and smooth traffic flow. In 2006, the City received funding from the Colorado Department of Transportation (CDOT) to maintain Harmony Road for 20 years and to complete a list of capital improvements along the corridor. The funding is currently part of the Transportation Fund and is identified as the Harmony Road Maintenance Fund. This is a joint offer between Streets and Traffic to provide the routine maintenance such as sweeping, snowplowing, pothole repair, traffic signs and signal repairs, installation of pavement markings, and median mowing and maintenance. In previous budget cycles, the Engineering Department has submitted this offer. Engineering will complete their capital improvement projects in 2012; Harmony Road will require repair and routine maintenance provided by Streets and Traffic.

22.6 KFCG: Traffic Operations Capital Equipment Replacement - Funded **2013 - \$116,500**
2014 - \$196,830

Past budget cuts have caused the delay and elimination of funds reserved for replacement of critical equipment and infrastructure in the Traffic Operations Department. With the passage of the KFCG ballot measure, funds became available in 2011. This offer proposes to continue this funding. In 2011 and 2012 the funding was used to replace failing traffic signal infrastructure including conduit, wiring, signal poles, etc. It is anticipated that the money would be used for the same types of upgrades in future years. Traffic Operations plans to develop an asset management strategy which will allow us to utilize these funds based on need and cost effectiveness to best maintain and improve our traffic signal infrastructure and operating equipment.

22.7 KFCG: Traffic Signal Controller Replacement - Funded **2013 - \$271,528**
2014 - \$0

This is an offer to replace traffic signal controllers throughout the City using KFCG funds. Each traffic signal in Fort Collins is controlled by a microprocessor unit that is installed in a controller cabinet at each intersection. Each controller operates a traffic signal according to a programmable time-of-day schedule, including second-by-second timing of each signal interval (i.e., green, yellow, red, etc.). The controllers also log information about signal operations and collect traffic data. Lastly, the controllers are an IP addressable network device that communicate with the City's Traffic Management Center. For the most part, the controllers in Fort Collins are 9-10 years old, having been installed originally in 2002-2003. Like any computer the controllers have components that will eventually start to fail. This offer is a proactive approach to controller replacement, allowing replacement on a regular cycle rather than waiting for failures to occur.

22.8 KFCG: Hourly Traffic Utility Workers - Funded **2013 - \$74,098**
2014 - \$74,098

This offer requests funding for 2.5 additional hourly workers for pavement marking work related primarily to the Street Maintenance Program. With the increased funding for the Street Maintenance Program and the corresponding increase in work, additional staff is necessary to handle the increased workload without negatively impacting normal pavement marking maintenance activities that occur outside the Street Maintenance Program.

TRANSPORTATION

38.1 Snow Removal Operations - Funded **2013 - \$1,316,746**
2014 - \$1,193,141

The Streets Department snow removal program encompasses vital snow and ice removal operations for City streets, bike lanes, sidewalks, pedestrian trails, parking lots and the Downtown area. The Streets Department puts focus on annual operator safety training, environmental stewardship, and safe and sustainable snow removal practices that have earned a national reputation.

38.2 Streets Department Supporting Operations - Funded **2013 - \$1,111,139**
2014 - \$1,133,056

This offer contains the key business elements that support the Street Maintenance Program, snow operations, street maintenance, alleys, road shoulders, mowing and sweeping. The Streets Department's operations and services include: work planning, budget and personnel management, public safety and outreach, customer service, environmental compliance, technology innovation, capital equipment, personnel training, building maintenance, billing, and facility utilities. It also supports the Streets Department's 24-hour emergency response service.

38.3 Street Sweeping - Funded **2013 - \$547,044**
2014 - \$560,041

This offer includes strategic sweeping operations on streets and bike lanes throughout the City. Components of the sweeping program include: residential, collector and arterial street sweeping; bike lane sweeping; Mason Trail sweeping; Downtown streets and alley sweeping; and 24-hour emergency response for street and bike lane hazards. Regular street sweeping is important for safety, and overall air and water quality by removing hazardous debris.

38.4 Streets Work for Others - Funded **2013 - \$2,014,224**
2014 - \$2,061,341

This offer provides an opportunity for other City departments, Colorado State University and other public agencies to hire the Streets Department to perform high quality, billable work at competitive costs. This self-sufficient program pays for itself through revenue generated from the following services: street patching, traffic control, snow removal, constructing new roads, building demolition, contract sweeping, and operating a crushing/recycling facility.

38.5 Essential Street Operations - Funded **2013 - \$993,929**
2014 - \$939,945

This offer provides citywide street maintenance including: pothole, bridge and guardrail repairs; patching and crack sealing; and graffiti removal on 540 miles of streets. This offer helps provides safe, smooth roadways, and enhances aesthetics and mobility for all modes of transportation including motorists, bicyclists and pedestrians. Every service that this offer provides is with the customer in mind and ultimately protects the City's transportation infrastructure.

TRANSPORTATION

- | | |
|---|--|
| 38.6 Harmony Transfer Center & I-25 Interchange Maintenance - Funded | 2013 - \$99,000
2014 - \$101,000 |
| <p>This offer includes all landscaping, maintenance activities and utility costs for the Harmony Transfer Center, also known as the Harmony Park and Ride, and the Harmony/I-25 interchange. This facility serves a variety of multi-modal and socio-economic groups: carpoolers, shuttle riders to and from Denver International Airport, and bicyclists.</p> | |
| 38.7 Road Shoulder, Mowing, Median, and Alley Maintenance - Funded | 2013 - \$0
2014 - \$183,064 |
| <p>This offer consists of mowing and maintenance activities for road shoulders, unpaved roads and barrow ditches, non-landscaped medians, corridors and City-owned property, and alley maintenance. Additional service levels are included in Offer 38.18 ENHANCEMENT: Alley Maintenance, which will fund routine maintenance to unpaved alleys.</p> | |
| 38.8 Arterial Street Maintenance Program - Funded | 2013 - \$4,838,038
2014 - \$4,918,717 |
| <p>The Street Maintenance Program (SMP) provides major maintenance functions for 540 miles of roads, of which 108 miles are City Arterial Streets. The replacement value of the overall street network is estimated at more than \$440 million. A pavement management system is implemented and used for analyzing pavement conditions and optimizing the use of available funding, selecting the right maintenance treatment at the right time, for maximum benefit. This offer funds approximately half of the costs. The other half is included in Offer 38.11.</p> | |
| 38.9 Collector Street Maintenance Program - Funded | 2013 - \$1,596,955
2014 - \$1,623,220 |
| <p>The Street Maintenance Program (SMP) provides major maintenance functions for 540 miles of roads, of which 80 miles are City Collector Streets. The replacement value of the overall street network is estimated at more than \$440 million. A pavement management system is implemented and used for analyzing pavement conditions and optimizing the use of available funding, selecting the right maintenance treatment at the right time, for maximum benefit. This offer funds approximately half of the costs. The other half is included in Offer 38.12.</p> | |
| 38.10 Residential Street Maintenance Program - Funded | 2013 - \$1,538,987
2014 - \$1,564,474 |
| <p>The Street Maintenance Program (SMP) provides major maintenance functions for 540 miles of roads, of which 352 miles are City Residential Streets. The replacement value of the overall street network is estimated at more than \$440 million. A pavement management system is implemented and used for analyzing pavement conditions and optimizing the use of available funding, selecting the right maintenance treatment at the right time, for maximum benefit. This offer funds approximately half of the costs. The other half is included in Offer 38.13.</p> | |

TRANSPORTATION

38.11 KFCG: Arterial Street Maintenance Program - Funded **2013 - \$4,266,843**
2014 - \$4,128,309

The Street Maintenance Program (SMP) provides major maintenance functions for 540 miles of roads, of which 108 miles are City Arterial Streets. The replacement value of the overall street network is estimated at more than \$440 million. A pavement management system is implemented and used for analyzing pavement conditions and optimizing the use of available funding, selecting the right maintenance treatment at the right time, for maximum benefit. This offer funds approximately half of the costs. The other half is included in Offer 38.8.

38.12 KFCG: Collector Street Maintenance Program - Funded **2013 - \$1,424,119**
2014 - \$1,377,978

The Street Maintenance Program (SMP) provides major maintenance functions for 540 miles of roads, of which 80 miles are City Collector Streets. The replacement value of the overall street network is estimated at more than \$440 million. A pavement management system is implemented and used for analyzing pavement conditions and optimizing the use of available funding, selecting the right maintenance treatment at the right time, for maximum benefit. This offer funds approximately half of the costs. The other half is included in offer 38.9.

38.13 KFCG: Residential Street Maintenance Program - Funded **2013 - \$1,489,696**
2014 - \$1,444,655

The Street Maintenance Program (SMP) provides major maintenance functions for 540 miles of roads, of which 352 miles are City Residential Streets. The replacement value of the overall street network is estimated at more than \$440 million. A pavement management system is implemented and used for analyzing pavement conditions and optimizing the use of available funding, selecting the right maintenance treatment at the right time, for maximum benefit. This offer funds approximately half of the costs. The other half is included in Offer 38.10.

38.14 KFCG ENHANCEMENT: Streets Capital Equipment - Funded **2013 - \$239,920**
2014 - \$300,000

The 2002 Capital Equipment budget was \$787,000 compared to a base budget in 2012 of \$93,565. Several years of greatly reduced or zero replacement dollars has resulted in a backlog of needed replacements in the Streets Department fleet, which has an estimated replacement value of \$14.7 million. Critical needs in 2013 include a materials screening unit, pavement profiler, pickups, asphalt paver, semi trailer and snow plow trucks. A reliable Streets Department fleet is necessary to respond to emergencies, catastrophic events, and meet the needs and expectations of our citizens for routine work. This offer is an enhancement to Offer 38.15.

TRANSPORTATION

38.15 KFCG: Streets Capital Equipment - Funded **2013 - \$156,172**
2014 - \$359,790

The 2002 Capital Equipment budget was \$787,000 compared to a base budget in 2012 of \$93,565. Several years of greatly reduced or zero replacement dollars has resulted in a backlog of needed replacements in the Streets Department fleet which has an estimated replacement value of \$14.7 million. Critical needs in 2013 include a materials screening unit, pavement profiler, pickups, asphalt paver, semi trailer and snow plow trucks. A reliable Streets Department fleet is necessary to respond to emergencies, catastrophic events, and meet the needs and expectations of our citizens for routine work.

38.22 KFCG: Road Shoulder, Mowing, Median, and Alley Maintenance - Funded **2013 - \$181,510**
2014 - \$0

This offer consists of mowing and maintenance activities for road shoulders, unpaved roads and barrow ditches, non-landscaped medians, corridors and City-owned property, and alley maintenance. Additional service levels are included in Offer 38.18 ENHANCEMENT Alley Maintenance, which will fund routine maintenance to unpaved alleys.

73.1 KFCG: Parking Garage Major Maintenance/Handicap Parking Spaces - Funded **2013 - \$115,000**
2014 - \$115,000

This offer requests KFCG "Other Transportation" funding for both 2013 and 2014 for two areas: \$100,000 for major maintenance projects in the Old Town parking structure and \$15,000 for handicap parking space improvements in Downtown. Both of these programs are continuations of programs funded by KFCG in the previous budget cycle. This offer links to Offer 67.1: Parking Operations.

105.1 Engineering Core Services - Funded **2013 - \$1,456,279**
2014 - \$1,438,844

This offer punctuates the City's core value to promote a safe, sustainable, high quality transportation system that provides multiple travel options to all travelers. To guarantee the investment that has been made in the roads, pedestrian ways and bridges is vigilantly maintained, the City Engineer must inspect transportation elements, design and construct capital projects, ensure ongoing implementation of rigorous street construction standards, and generally ensure that all changes to the rights of way are done in a safe and orderly manner.

Along with all of these responsibilities will be the successful completion of the Mason Corridor Bus Rapid Transit (MAX) construction project. The Engineering Basic Core Services offers to provide the necessary resources to guarantee a successful outcome.

TRANSPORTATION

105.2 Engineering Capital Projects - Funded

2013 - \$433,326

2014 - \$444,522

This offer supports the City's transportation system by assuring the installation of quality, sustainable infrastructure to support multi-modal traffic flow. The Capital Projects Division manages the design and construction of the City's Transportation Capital Improvements Program. The projects consist of street improvements (curb, gutter sidewalks, pavement, drainage, landscaping, etc.); bicycle/pedestrian trails and walkways; bridges; retaining walls; other structures; railroad crossings, etc. The group consists of engineering positions that also do project estimation and design. This offer will also fund the upgrade of an existing Civil Engineer I position to a Civil Engineer III equivalent position. A Bridge program/Sidewalk Manager would create an opportunity for collaboration among Streets, Traffic, and Engineering within PDT, and with Utilities on a citywide basis.

105.3 Surveying - Funded

2013 - \$398,415

2014 - \$409,456

This offer captures the essence of quality infrastructure, good land use planning and great customer service. The offer provides top quality Professional Land Surveying Services to the City. The City Surveying Division historically has provided land surveying and mapping services to many departments throughout the City. The primary services provided are land surveying focused on the successful completion of Engineering/Transportation projects. Other services include the preparation of boundary surveys and annexation plats. Surveying provides and maintains both horizontal and vertical control networks throughout the City. The primary focus of 2013 and 2014 will be the construction of the Mason Corridor Bus Rapid Transit (MAX).

105.4 Street Oversizing Capital Expansion Fee Program - Funded

2013 - \$2,601,384

2014 - \$2,870,239

The Street Oversizing Program is a transportation impact fee program that collects revenue from new developments specifically to mitigate their traffic impacts by constructing arterial and collector roadways. The program determines and collects impact fees for new development projects, provides funding for the "oversized" portion of arterial streets and provides project oversight and management, including review, construction and inspection. The program actively seeks to improve citizen mobility by constructing quality transportation infrastructure to increase capacity for all modes of transportation

105.5 Pedestrian Plan and Disability Access Improvements (BOB) - Funded

2013 - \$300,000

2014 - \$300,000

The 2005 Building on Basics (BOB) ballot initiative prescribed the installation of pedestrian improvements citywide to eliminate hazards and remove obstacles. This offer supports the recently updated Transportation Master Plan. Approximately \$300,000 per year through 2015 has been allocated for pedestrian improvement projects. This offer seeks to implement the pedestrian needs assessment completed in 2012, which identifies missing or substandard sidewalks, pedestrian crossing signals, and ramps that comply with the American Disabilities Act (ADA). Funding is to come from BOB Pedestrian funds.

TRANSPORTATION

105.6 Railroad Crossing Replacement Program - Funded **2013 - \$100,000**
2014 - \$100,000

This offer supports safe, quality infrastructure and smooth traffic flow across the City's transportation system by replacing broken, dangerous railroad crossings. This program seeks to continue the last four budget cycles' level of funding that pays for the construction material when railroad crossings must be replaced. The Colorado Public Utilities Commission requires that the street owner, not the railroad, pay for crossing materials. Damaged railroad crossings provide a significant safety risk to the motoring public as well as the potential for liability claims against the City. Funding for this project is to come from the General Fund.

105.8 KFCG: City Bridge Program - Funded **2013 - \$1,700,000**
2014 - \$1,700,000

The City Bridge Program has traditionally been set up to fund only the inspection of and minor repairs to bridges within City rights of way. Annual appropriation of \$300,000 from the Transportation Fund was used to complete these tasks. This level of funding is no longer adequate to keep up with the aging infrastructure. Of the 287 bridges in the City bridge inventory, there are 50 bridges that exceed their design life. The typical replacement cost averages \$1M per bridge. Therefore, to maintain the inspection and maintenance program and develop a proactive replacement schedule this offer seeks a funding level of \$1.7M per year. This level of funding is sufficient to complete design and construction of approximately three bridges in the two-year budget cycle.

Bridges are an integral part of the "complete street system" as identified in the Transportation Master Plan. Funding for the inspection, repair, and replacement of bridges could come from identified street maintenance funds such as the ¼-cent BOB Street Maintenance Tax or the Street Maintenance portion of Keep Fort Collins Great.

105.9 North College Improvements - Phase III - Right of Way Acquisition and Design - Funded **2013 - \$1,940,000**
2014 - \$0

This offer funds right of way acquisition and design of the North College Improvements – Phase III Project. Phase III addresses improvement on N. College Avenue from the Hickory/Conifer intersection to Willox. This is the last phase of a four-phase project to enhance College Avenue from Maple Street to the City limits. Phase III will upgrade the existing roadway to the City's four-lane arterial standards, including the addition of bike lanes and sidewalks, and will define/consolidate access points per the US287/SH14 Access Management Report. This project will also upgrade the existing stormwater infrastructure and the urban design elements along the North College Corridor. This offer seeks to leverage the current funds available to complete right of way acquisition and to complete the design which would position the project for construction in 2015 if construction funds (approximately \$7.5M) are identified.

TRANSPORTATION

105.10 ENHANCEMENT: Timberline Road Improvements – Drake Road to Prospect Road (BOB) - Funded **2013 - \$763,368**
2014 - \$2,736,632

This offer implements ballot-mandated improvements to Timberline Road between Drake Road and Prospect Road. The ballot language states that "this project will expand Timberline Road to four-lane arterial street standards including travel lanes, sidewalks, bike lanes, landscaped medians, and other necessary improvements. The project will include improvements of the Timberline/Prospect intersection and its approaches to add additional through and turn lanes."

The City of Fort Collins Building on Basics (BOB) 1/4-cent sales tax has a total of \$3.5M allocated in years 2013, 2014, and 2015 for this project. This offer includes the \$763,368 and \$2,736,632 programmed for years 2013 and 2014 respectively.

105.11 ENHANCEMENT: Intersection Improvements and Traffic Signals (BOB) - Funded **2013 - \$780,000**
2014 - \$0

This offer implements the ballot-mandated improvements to arterial intersections throughout the City. The projects are prioritized based on the Arterial Intersection Prioritization Study, which included a wide variety of data to develop recommendations, including traffic volume, intersection accidents, intersection delay, pedestrian and bicycle safety, and transit operations, as well as aligning the projects with the City's core values. The results of the study have been shared with City Council and incorporated into the latest update of the Transportation Capital Improvement Plan.

This offer provides a key strategy to improve traffic flow and safety. The projects have benefits to all modes of traffic. The projects will be built to high quality standards providing quality infrastructure and keeping maintenance costs low.

The offer includes \$780,000 to improve traffic flow and safety at arterial intersections throughout the City. Funding for this offer will come from the voter approved Building on Basics (BOB) 1/4-cent sales tax.

105.12 ENHANCEMENT: Lemay and Vine Capital Improvement Project - Review Initial Configuration **2013 - \$50,000**
2014 - \$0
- Funded

This high priority transportation capital project is ranked in the top ten in the Capital Improvement Projects (CIP) list in the recently adopted Transportation Master Plan. This offer is to fund a review of the mile-long segment of Lemay Avenue between Lincoln Avenue and Conifer Street. This was master-planned several years ago as a realigned 4-lane Arterial Street with a grade separated crossing (overpass) that would span the railroad tracks and Vine Drive. This capital project part of the Master Street Plan, is a essential link to the Mountain Vista sub-area, and is key to addressing the Adequate Public Facilities requirements of the City's Land Use Code for the northeast quadrant of the City.

This is a companion to Offer 92.1 KFCG: Lincoln Triangle Strategic Plan and Lincoln Boulevard Plan. It is important to review the assumptions in relation to formulation of a strategic plan for this area and determine how this capital project (either as originally envisioned or with modifications) will effectively integrate with and support the Lincoln Triangle Strategic Plan.

TRANSPORTATION

105.17 ENHANCEMENT: Design of Community Gateway Features on I-25 - Funded **2013 - \$100,000**
2014 - \$0

The Colorado Department of Transportation (CDOT) is embarking on a 30% design effort of I-25 from SH 392 to SH 14. This will include the design of two interchanges, I-25/Prospect Road and I-25/Mulberry Street (SH 14), which are primary gateways into Fort Collins. While CDOT is funding the design of this project, it will be the obligation of the City to fund the design and construction of any urban design elements or gateway features. This offer is for \$100,000 in 2013 to fund the development of the urban design concepts and the incorporation of the 30% design plans.

This is a one time opportunity for the City to influence the design of this section of I-25 to reflect the values of our community.

105.18 ENHANCEMENT: Natural Resources Research Center Overpass (NRRC Overpass) - Funded **2013 - \$1,200,000**
2014 - \$0

This offer will fund the \$1.2M funding gap and allow for a 2013 project re-bid and construction.

The total construction cost of the overpass was originally estimated at \$2,414,000. The project was bid in April 2012. Three bids were received for the NRRC Overpass. The engineer estimate is about \$2.4M and the low bid was \$3.4M. Staff has been analyzing alternative designs and bid alternates. As part of the City's MAX agreement with the Burlington Northern Santa Fe Railroad, a pedestrian/bicycle crossing is required at this location prior to MAX operation in May 2014.

105.25 Mulberry Bridge Design - Funded **2013 - \$500,000**
2014 - \$250,000

This offer is proposed to fund the design, coordination, and construction of urban design and landscaping enhancements to the CDOT project. As is typical for all CDOT projects, CDOT funds are only eligible for the base transportation improvements. All enhancements are the responsibility of the local community.

The City recognizes the importance of the Mulberry Bridge over the Poudre River as a major gateway into downtown Fort Collins and a significant juncture of the Poudre River, State Highway 14, and the Poudre River Trail. This project provides an opportunity to add enhancements to the bridge that identify the character, celebrate the history, and improve the appearance of the City of Fort Collins.

TRANSPORTATION

105.26 I25 / 392 Signage - Funded

2013 - \$100,000
2014 - \$0

The City of Fort Collins, the Town of Windsor and the Colorado Department of Transportation (CDOT) completed a reconstruction of the State Highway 392 and Interstate 25 (I-25) interchange in 2012. The City and the Town worked with CDOT to make Urban Design enhancements to the interchange. Enhancements that were incorporated into the project included decorative rock walls, enhanced railings, and landscaping.

As a part of the enhancement design process the project team also identified the need for community identification signs along SH 392. Together with the interchange improvements, the signs will identify and enhance the southern gateway to Fort Collins and the primary gateway to Windsor. These signs are proposed to be designed and constructed in 2013 with a separate process from the interchange construction.

Costs for the signs are shared between Windsor and Fort Collins. Savings from the interchange project provides partial funding for the signs. This offer would fund the remaining \$100,000 of Fort Collins' share necessary to complete the design and construction of the signs.

106.1 Transportation Planning Core Services - Funded

2013 - \$477,727
2014 - \$486,744

Transportation Planning develops plans, programs and projects necessary to achieve the City's multimodal transportation goals and policies, and oversees the continued implementation of such plans. These include Master Plans (e.g., Transportation Master Plan, Pedestrian Plan, Parking Plan, etc.), and Corridor Plans and Projects (e.g., Railroad Quiet Zones/Implementation, Lincoln Avenue Corridor Plan, etc.). Transportation Planning also manages the FC Bikes and FC Walks/Safe Routes to School programs.

Transportation Planning's services are an integral component of the Planning, Development, and Transportation (PDT) Service Area. Our workplan integrates with City Council policies, and initiatives of the Office of Sustainability, Natural Resources, Parks, Utilities, Finance, Economic Development & Police Services.

106.2 KFCG: Fort Collins Bicycling Program, FC Bikes - Funded

2013 - \$217,950
2014 - \$220,856

This offer includes the necessary resources to maintain the FC Bikes program, which is based on the City's Bicycle Plan and Bicycle Safety Education Plan. This includes the current staffing levels, programs and initiatives FC Bikes manages as well as the collaborative efforts FC Bikes is involved in with our community partners. This offer is a parent to Offer 106.4: KFCG: FC Bikes to Platinum, and links to Offer 107.7: KFCG: Transportation Master Plan Performance Measures and Monitoring.

TRANSPORTATION

106.3 KFCG: North Front Range Metropolitan Planning (NFRMPO) Dues - Funded **2013 - \$72,900**
2014 - \$72,296

The City of Fort Collins is a member of the North Front Range Metropolitan Planning Organization (NFRMPO). Members share in the cost of the transportation planning projects approved in the NFRMPO's Unified Planning Workplan (UPWP). The percentage of the project costs is determined by population and is divided among the members of the NFRMPO. Fort Collins' share of the project costs is currently 33%.

The NFRMPO is a nonprofit public organization funded through federal/state grants and local funds. The primary goal of the NFRMPO is to enhance air quality and mobility among northern Colorado communities. Fort Collins has received millions of dollars in transportation project funds from the NFRMPO since its inception and they are an integral partner in addressing local and regional transportation infrastructure needs. In order to receive federal/state or regional funding, membership in the NFRMPO is required.

106.4 KFCG ENHANCEMENT: FC Bikes to Platinum - Funded **2013 - \$90,000**
2014 - \$90,000

This offer includes the necessary resources to advance the FC Bikes program efforts, per the City's Bicycle Plan, and the Bicycle Safety Education Plan to achieve Platinum level "Bicycle Friendly Community" status from the national League of American Bicyclists. This offer is a child to Offer 106.2: Fort Collins Bicycling Program (FC Bikes).

106.7 ENHANCEMENT: Pro Cycling Challenge - Funded **2013 - \$50,000**
2014 - \$0

This offer requests the City include in the 2013 budget a local match as part of a bid to host the USA Pro Cycling Challenge in 2013.

106.8 KFCG: Safe Routes to School Program - Funded **2013 - \$74,000**
2014 - \$74,000

This offer will continue the Safe Routes To School (SRTS) program. This includes funding for an existing half-time (0.5 FTE) SRTS Coordinator and programming costs. The program is currently funded through a combination of grants from the Colorado Department of Transportation statewide SRTS program and City funds. The intent with this offer is to move away from relying on grant funding to continue this program for core services. We intend to continue to seek grant funding whenever possible to expand and augment the SRTS program.

107.1 Bicycle Plan Implementation (BOB) - Funded **2013 - \$125,000**
2014 - \$125,000

This offer is to allocate the 2005 Building on Basics (BOB) annual funding allocated for bicycle improvement projects for 2013 and 2014. The approved BOB tax package included approximately \$125,000 per year through 2015 for bicycle improvement projects to implement the adopted Bicycle Plan in Fort Collins. This provides funding for capital projects such as on-street bike lanes, off-road bicycle trails, wayfinding and etiquette signage, bicycle parking, and street crossings to promote cycling and safety.

TRANSPORTATION

107.2 KFCG: Fort Collins Bike Library Operations - Funded **2013 - \$80,000**
2014 - \$80,000

The Fort Collins Bike Library (FCBL) program allows visitors and residents to check out a bike free of charge, use it for up to a week, and return it (much like a library book). All check-outs include a helmet, bike lock, a local tour brochure, and safety information. The Bike Library in its current form is funded through the end of 2012 with a Congestion Mitigation and Air Quality (CMAQ) grant and in-kind donations. Transportation Planning (including FC Bikes) is currently conducting an Alternatives Analysis (AA) to develop a plan for a sustainable bike library and/or other potential bicycle sharing strategies for the Fort Collins community. The Preferred Alternative from the study is expected to be a hybrid system that continues the current FCBL and expands the bike share function on campus and throughout Fort Collins, supporting the recommended actions of the Transportation Master Plan (TMP) and Bicycle Plan. This offer will provide the funds necessary for the Bike Library to continue operation over the next two years based on the current service model. A separate child offer (107.3: KFCG: Automated Bike Share System) is also being submitted to implement an automated bike share system, per the AA recommendations.

107.4 ENHANCEMENT: Green Street/Reshaping Streets Implementation Project - Funded **2013 - \$0**
2014 - \$450,000

This offer will fund the implementation of a demonstration Green Street/Street Reshaping project. In 2012, staff is working with the community to identify candidate sites and features for potential implementation, including street and/or stormwater improvements, in accordance with the City Council-adopted City Plan and Transportation Master Plan action items.

118.1 Transfort Fixed-Route Operations - Funded **2013 - \$5,807,232**
2014 - \$5,067,676

This offer addresses the community's basic mobility needs by providing fixed-route transit services within the City of Fort Collins. Currently, Transfort provides more than two million trips per year in and around Fort Collins. This offer is a request to continue providing the current levels of transit service to the community through April 2014. From May–December 2014, fixed-route service will be reduced by 7,274 revenue hours, however, an additional 15,047 revenue hours will be added to the MAX service during this same time frame (see the attached map and Offer 118.3 for details).

Transfort ridership has consistently increased in excess of 5% each year for the last 5 years, contributing to the reduction of carbon emissions and the increased use of alternative modes of travel.

This offer is in direct alignment with the Principals and Policies of Transportation within Plan Fort Collins, the Transportation Master Plan, and the Transfort Strategic Operating Plan. In addition this offer supports the Climate Action Plan, Air Quality Action Plan and sustainability strategies developed by the City of Fort Collins Sustainability Office.

Please see link (<http://www.fcgov.com/offers2012/>) for detailed map displaying the current levels of service.

TRANSPORTATION

118.2 FLEX Regional Service - Funded

2013 - \$755,409

2014 - \$781,450

This offer is to appropriate grant funds and partnering community matching funds through a contractual agreement for the regional fixed-route FLEX service that operates between Fort Collins and Longmont. FLEX was introduced in 2010 as a successor to FoxTrot, which operated between Fort Collins and Loveland. FLEX is a direct result of successful collaboration between the communities of Fort Collins, Larimer County, Loveland, Berthoud, Longmont and Boulder County. It also provides a connection to RTD routes in Longmont, making it possible to travel on public transit all the way from Fort Collins to downtown Denver.

FLEX has seen an average monthly growth in ridership of 13% since service began in 2010. From a regional perspective, in 2011, FLEX averaged a daily ridership of 547 passengers, which eliminated an average of 344 regional daily auto trips (average vehicle occupancy of 1.59 in 2009, according to the DOE).

This offer is in direct alignment with the Principals and Policies of Transportation within Plan Fort Collins, the Transportation Master Plan, and the Transfort Strategic Operating Plan. In addition this offer supports the Climate Action Plan, Air Quality Action Plan and sustainability strategies developed by the City of Fort Collins Sustainability Office.

118.3 MAX Operations - Funded

2013 - \$84,707

2014 - \$1,064,804

This offer addresses all of the operating and vehicle maintenance required for the Bus Rapid Transit service known as MAX, which is planned to begin service in May 2014. System-wide ridership is projected to increase by more than 12% within the first full year of operations, vastly exceeding the 5% target increase for new riders each year.

MAX will link major activity centers such as Colorado State University, Foothills Mall and Downtown Fort Collins via a 5-mile transit corridor that will stretch from a ½-mile south of Harmony Road to the Downtown Transit Center on the north side of the City. MAX will replace existing service within the College Avenue corridor, and will offer enhanced service due to increased frequency and extended hours. Operation of MAX is a customer service-driven project that will ensure the City's investment will become a community asset that distinguishes Fort Collins within our region, state and nation.

This offer is in direct alignment with the Principals and Policies of Transportation within Plan Fort Collins, the Transportation Master Plan, and the Transfort Strategic Operating Plan. This offer also supports the Climate Action Plan, Air Quality Action Plan and sustainability strategies developed by the City of Fort Collins Sustainability Office.

Please see link (<http://www.fcgov.com/offers2012/>) for a detailed map displaying the proposed additions of service.

TRANSPORTATION

118.4 Dial-A-Ride Operations - Funded **2013 - \$1,181,025**
2014 - \$1,255,065

This offer includes complementary paratransit service, additional night service for eligible paratransit riders (until 11 p.m.), and paratransit service for those riders that were grandfathered into the Dial-A-Ride system in 2007 when Council directed Dial-A-Ride to revert to ADA-eligible riders only. As required by the Americans with Disabilities Act (ADA), any transit agency providing fixed-route service shall also provide paratransit service to people unable to utilize that fixed-route service due to a disability and that live within ¼-mile of fixed-route operations. Dial-A-Ride is Transfort's branded paratransit service and 100% of the service is provided by a third-party vendor.

Although paratransit service is mandated by the federal government, this offer abides by the financial philosophy put forth in Plan Fort Collins; costs have been dramatically reduced, the service is creating positive social outcomes, and the service is reducing the amount of vehicles that are needed on our roadways. This offer also addresses one of the key principles in Transportation from Plan Fort Collins - Use of Alternative Modes, regarding the City's focus on mobility options that provide opportunities for all residents to lead healthy and active lifestyles, and that transit, as a mobility option, will be safe, affordable and convenient for all ages and abilities.

118.5 Transit Center Operations - Funded **2013 - \$292,868**
2014 - \$446,509

This offer requests operating and maintenance assistance for each of Transfort's two current transit centers - the Downtown Transit Center at 250 N. Mason St. and the CSU Transit Center in the Lory Student Center on the CSU Campus - and for the South Transit Center, which is due to open in 2014.

Both the CSU Transit Center (CTC) and the Downtown Transit Center (DTC) are major staging areas for the fixed-route vehicles. Customer support is provided at both locations; as are fare and pass sales, and restroom facilities. In a recent effort to optimize resources, the DTC became a staging area for Greyhound bus service and valuable revenue is received from the sale of Greyhound bus tickets.

This offer is in direct alignment with the Principals and Policies of Transportation within Plan Fort Collins, the Transportation Master Plan, and the Transfort Strategic Operating Plan. In addition this offer supports the Climate Action Plan, Air Quality Action Plan and sustainability strategies developed by the City of Fort Collins Sustainability Office.

TRANSPORTATION

118.6 MAX Maintenance - Funded

2013 - \$0

2014 - \$625,290

MAX, the City of Fort Collins' Bus Rapid Transit (BRT) system, is scheduled to begin service in May 2014. MAX has been identified as a catalyst project within the Mason Corridor by City Plan (2010) and has been in the making since the original Mason Corridor Master Plan (2000). This offer requests funding for all of the maintenance required for a safe, reliable and clean service including station irrigation and landscaping costs, and hardware and software annual maintenance.

MAX will link major activity centers such as Colorado State University, Foothills Mall and Downtown Fort Collins via a 5-mile transit corridor that will stretch from a ½-mile south of Harmony Road to Maple Street on the north side of the City. MAX will replace existing service operating within the College Avenue corridor, and will offer enhanced service due to increased frequency and extended service hours. Operation of MAX is a customer service-driven project that will ensure the City's investment will become a community asset that distinguishes Fort Collins within our region, state and nation.

This offer is in direct alignment with the Principals and Policies of Transportation within City Plan, the Transportation Master Plan, and the Transfort Strategic Operating Plan. In addition this offer supports the Climate Action Plan, Air Quality Action Plan and sustainability strategies developed by the City of Fort Collins Sustainability Office.

118.7 Transfort Administration - Funded

2013 - \$1,362,739

2014 - \$1,383,271

This offer addresses the administrative and overhead requirements to operate and manage Transfort bus and paratransit services in the community. Transfort administration ensures all federal, state, and local rules and regulations are adhered to on a daily basis. Transfort administration is also responsible for the overall performance of the Transfort operations and services. Since 2006, Transfort has increased its fixed-route ridership by 45% - 1.5 million passengers in 2006 to 2.2 million passengers in 2011. During the same period, the overall net cost to transport each passenger has only increased by 6% - \$2.69 per passenger in 2006 to \$2.86 in 2011. Transfort has clearly demonstrated and proven its commitment to financial sustainability during this period of tremendous growth and change. Older non-performing routes were eliminated or realigned to better meet passenger needs, new routes were added, regional service provided to the Denver metropolitan area, night service was added to benefit the safety and mobility of Downtown patrons, fleet transformation from 100% bio-diesel to a soon-to-be 92% compressed natural gas, transferring Dial-A-Ride paratransit service to a more cost-effective third-party contract, renewed focus on federally mandated purchasing policies, and a stronger commitment to forging new partnerships with the community.

This offer addresses City Plan's Transportation Principal T 6 and Policy T6. 2: Fiscal Responsibility.

TRANSPORTATION

118.8 Transfort Capital Replacement and Repair - Funded **2013 - \$567,920**
2014 - \$664,812

This offer requests appropriations of \$567,920 in 2013 and \$664,812 in 2014 for capital repair and replacement items. Transit fund reserves are requested in the amount of \$125,000 for local-match contributions for projected federal capital grants (\$439,920 and \$439,812) for fleet replacement or maintenance equipment upgrades. General Fund is requested (\$3,000 in 2013 and \$100,000 in 2014) for concrete/asphalt repair at Transfort's facilities. Over the last five years, Transfort has received an average of \$2.3M each year in annual transit funding from the federal government. Much of this funding has allowed for the purchase of replacement compressed natural gas (CNG) buses. By the end of 2013, 92% of the Transfort fleet will be powered by CNG. A CNG bus fleet reduces carbon emissions by 50% over a diesel bus fleet. Other federal funding has allowed Transfort to repair and renovate its existing maintenance facility and transit centers, and implement new technology that benefits Transfort and its customers. In short, investment in transit by federal and local sources is vital to the continued success of the service.

This offer is in direct alignment with the Principals and Policies of Transportation within Plan Fort Collins, the Transportation Master Plan, and the Transfort Strategic Operating Plan. In addition this offer supports the Climate Action Plan, Air Quality Action Plan and sustainability strategies developed by the City of Fort Collins Sustainability Office.

119.10 KFCG ENHANCEMENT: Transfort / Dial-A-Ride Facilities Capital Improvements - Funded **2013 - \$97,000**
2014 - \$0

This offer will fund concrete/asphalt repair at Transfort's facilities.

This offer is in direct alignment with the Principals and Policies of Transportation within Plan Fort Collins, the Transportation Master Plan, and the Transfort Strategic Operating Plan. In addition this offer supports the Climate Action Plan, Air Quality Action Plan and sustainability strategies developed by the City of Fort Collins Sustainability Office.

119.11 Safe Ride Home Late-Night Bus Service - Funded **2013 - \$105,500**
2014 - \$108,665

This offer funds the Safe Ride Home Bus Service that began as a pilot project in 2012. The service provides two dedicated bus routes to high density housing areas west of campus on Friday and Saturday nights. The pilot evaluation is underway at this time, but to date 8,427 rides have been provided by the service since February. This offer proposes continuing the funding from Police Services photo radar funds in 2013 and 2014, with a continuing contribution from the Associated Students of Colorado State University.

TRANSPORTATION

119.12 KFCG ENHANCEMENT: Transfort Marketing - Funded

2013 - \$60,080

2014 - \$60,188

This offer requests KFCG funds to address Transfort's need to promote its fixed-route operations, including the MAX bus rapid transit service. Ridership is a vital component to the success of Transfort's service and targeting promotional funds for advertising and public outreach activities has historically yielded positive ridership results. Staff believes that further promotion of fixed routes will not only increase ridership, but will also maximize operating efficiencies, and thus provide a greater return on transit investment.

229.2 KFCG: MAX Operations - Funded

2013 - \$0

2014 - \$350,000

Per previous agreements, this fund will be used to help offset MAX Bus Rapid Transit operations costs in 2014 (118.6).



Transportation

Fort Collins provides for safe and reliable multi-modal travel to, from, and throughout the city.

Primary Factors

Traffic Flow

Quality Travel Surfaces & Infrastructure

Integrated Land Use & Transportation Planning

Mobility / Travel Mode Options

Citizen Awareness

Secondary/Causal Factors

- Capacity Improvements
- Traffic light timing
- Parking
- Signs & directions
- Routes & zones

- Maintenance
- Capital improvements
- Design standards
- System connectivity
- Safety and efficiency improvements
- Technology infrastructure

- Planning
- Funding sources
- Demand forecasting
- Partnerships & collaboration

- Mass/para transit
- Bicycling
- Walking
- Carpooling
- Car sharing
- Online/telecommuting
- Wheelchair & disability access

- Outreach & education
- Incentives
- Citizen involvement
- Environmental impact



Transportation Request for Results

Team Members

Chairperson:	Ken Mannon
Budget Liaison:	Delynn Coldiron
Communications:	Kim Newcomer
Members:	Jon Haukaas
	Darren Moritz
	Joe Olson
	Rick Reider, Citizen Participant
	Lisa Voytko

Result

Fort Collins provides for safe and reliable multi-modal travel to, from, and throughout the city.

Introduction/Summary of Results Map

We want offers that support the City's transportation system including quality infrastructure, smooth traffic flow, and multiple travel options contributing to a strong economy, healthy environment, and vibrant community. The system needs to facilitate safe and reliable multi-modal travel in order to provide the services that individuals and the business community expect.

Quality transportation planning, programs, and projects strengthen our local economy and demonstrate the City's commitment to environmental stewardship by supporting the efficient movement of people and goods. First and foremost, existing infrastructure must be adequately maintained to protect the City's historical investment in transportation.

Historically, Fort Collins residents have identified transportation as a high priority and have consistently asked for more effort toward transportation. This priority was further underscored by the passage of the Keep Fort Collins Great tax initiative, which allocates 50% of the new tax revenue to street maintenance and other transportation efforts. Citizens expect the City to provide better and additional transportation services.

The City will have many opportunities, as well as challenges, related to transportation that are associated with new projects. The Mason Corridor Project, the City's largest transportation capital project to date, is just one example. Other potential projects include:

- The potential on-campus Colorado State University Football Stadium
- Major changes in employment centers (e.g., Colorado State University Engines and Energy Conversion Lab expansion)

Offers should address the need for flexibility and responsiveness to adjust to changing circumstances.

Indicators

Indicator 1: Traffic Flow

Measure:

- Time traveled on selected routes

Goal: Motor vehicles will travel at an average of three minutes per mile or better.

The average time it takes a motor vehicle to travel on selected primary arterial streets during “peak” travel times will be measured.

Indicator 2: Roadway System Maintenance

Measure:

- Roadway conditions

Goal: Average pavement conditions will be Level of Service B (index rating of 70-85 on 100-point scale).

Roadway conditions measure efforts and effectiveness of roadway maintenance, which contribute to the safety and reliability of travel. Roadway conditions will be measured by the average pavement conditions of Fort Collins roads. Conditions are measured using pavement management software to determine the pavement condition index (PCI) of the roadway network. PCI is a standard measurement tool in the industry.

Indicator 3: Safety

Measure:

- Number of crashes per vehicle miles traveled and number of fatal injury crashes per vehicle miles traveled

Goal: Maintain or decrease crashes and fatal injury crashes per vehicle miles traveled.

The overall safety of the transportation system will be measured and evaluated by tracking two different categories of crashes: all crashes and those that result in a fatal injury. Vehicle miles traveled is determined using the Highway Performance Measuring System utilized by the Colorado Department of Transportation. Crash data is obtained from Police Service crash reports.

Indicator 4: Transit Mobility

Measure:

- Transit rides per capita

Goal: 28.7 rides per capita (based on ridership projections from full implementation of the Transit Strategic Plan)

To evaluate viability of travel by transit, change in transit rides per capita (with a focus on riders by choice) per calendar year will be measured.

Indicator 5: Use of Alternative Modes

Measure:

- Mode of travel used for trips

Goal: Increase trips made by bicycle, transit, and walking by 20% (currently at 17.6%)

The North Front Range Metropolitan Planning Organization Household Survey provides data related to the mode of travel individuals use for trips. The survey is administered every five years in conjunction with the Regional Transportation Plan update. Specifically, the percent of trips made by bicycle and the percent of trips made by walking will be used to evaluate use of alternative modes.

Indicator 6: Citizen Satisfaction

Measure:

- Community Survey

Goal: Attain or surpass Front Range and national benchmarks.

There are several qualitative parameters that are implied in the desire for reliability of travel, which will be measured through opinion polls. Statistically valid surveys have been conducted in recent years; these allow us to benchmark new survey information against perceptions citizens have expressed about the reliability of mobility and other transportation concerns. Specifically, citizen satisfaction will be measured by the following questions on the Citizen Survey:

- **Street Maintenance**
- **Ease of travel via public transportation**
- **Traffic congestion**

Purchasing Strategies

We are looking for offers that:

1. Innovation

Demonstrate innovation and a specific increase in efficiency. We welcome creative, innovative, money-saving ideas (including enhancement offers) that address increases in efficiency. Innovative offers should be well thought-out, well researched, and should support operational excellence and continuous improvement. Examples include:

- Service “pairing” that leverages and/or combines functions across and within the organization.
- Efforts to “de-silo” departments and result areas to capitalize on limited resources (e.g., two departments cooperate and communicate to provide a service at a reduced cost, to eliminate duplication, improve service, and create efficiency).
- Partnerships (internal and communitywide) that create value.
- Eliminating duplicative services.
- Changing the way we operate to be more nimble and responsive to citizen needs and concerns.
- Focusing on providing high quality customer service and “value-added” initiatives.
- Moving away from “the way we’ve always done it” when appropriate.

2. Traffic Flow

Improve the traffic flow in Fort Collins for all modes of transporting people, goods, and information (not just vehicles) to benefit both individuals and the business community. Key indicators of success will include the ability of a proposal to optimize travel time and the predictability of traffic flow by addressing features including, but not limited to:

- Safe and reliable multi-modal movement
- Intersection and roadway improvements
- Traffic light timing and signs
- Traffic congestion
- Parking
- Awareness of routes and zones (e.g., construction, school, or loading zones)
- Public information

3. Quality Infrastructure

Provide safe, well functioning, high quality streets, bikeways, sidewalks, trails, etc., or that improve other critical infrastructure. The types of topic areas to be addressed include, but are not limited to:

- Maintenance (e.g., potholes, snow removal, pavement management, sidewalk improvements, bridges)
- Capital projects (e.g., roadway improvements)
- Design standards (sustainability, ongoing maintenance needs, aesthetics, etc.)
- System connectivity
- Safety/efficiency improvements
- Communication infrastructure
- Environmental impacts
- Americans with Disabilities Act requirements

4. Planning

Provide good, long-term transportation planning, to enhance citizens' mobility and therefore help local and regional transportation networks operate at a high level of efficiency. We are also seeking offers that implement Council-adopted strategic plans such as the Transportation Master Plan, the Transit Strategic Plan and others. Areas of consideration include, but are not limited to:

- Planning
- Funding sources (new, leveraged, grants)
- Demand forecasting
- Partnerships and collaboration (relationships, organizations, intergovernmental agreements) with agencies such as the North Front Range Metropolitan Planning Organization, Colorado Department of Transportation, Poudre School District, Colorado State University, Front Range Community College, and others.
- Citizen input
- Linkage between commuter trails and bike lanes
- Sustainability

5. Travel Modes

Limit the rate of increase in or reduce the amount of motor vehicle traffic, and enhance alternative travel modes for Fort Collins citizens. Citizens should be able to choose from a variety of viable travel options. Examples include:

- Mass transit and para-transit
- Bus rapid transit (Mason Corridor)
- Bicycling
- Walking
- Carpooling
- Car sharing
- Online/telecommuting
- Wheelchair and disability access
- Awareness programs

6. Maintenance and Operation

Address long-term maintenance and operations costs. Offers should demonstrate fiscal responsibility by ensuring cost efficiencies, cost sharing, and other innovative approaches. Sellers need to provide information about all long-term maintenance and support costs with each proposed project.

7. Sustainability

Address sustainability and consider social (both individual and business needs), financial (cost effectiveness) and environmental impacts. Proposals should integrate sustainability into construction techniques, design features, business operations, etc. Specifically, offers should support Council-adopted sustainability goals as identified in City Plan, the Transportation Master Plan, the Climate Action Plan, Air Quality Action Plan, and other pertinent plans and policies.

8. Awareness

Include elements of customer service, education, and/or public involvement that enhance citizens' ability to travel safely and reliably. When applicable, offers should also include efforts to raise awareness about individual transportation choices and the impact on the environment.

9. Safety

Include consideration of safety as a core value.

Sources, Reports and Related Major Plans

- 2010 Citizen Survey
- 2010 Community Scorecard
- Air Quality Plan
- Annual survey of peer cities' accident rates
- City Plan and related plans
- Climate Action Plan
- Interviews with City Transportation Staff
- Mason Corridor Plan
- Parks and Recreation Policy Plan (trail connectivity)
- Police Benchmark Survey (accident statistics)
- Transit Strategic Plan
- Transportation Master Plan
- Traffic Taskforce (internal team addressing traffic congestion)

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BUDGETING, ACCOUNTING & FUNDS

BUDGET BASIS -The basis or principle used for budgeting is the same as that used for accounting, with a few exceptions, and varies according to the fund type.

Governmental Funds use the *modified-accrual basis of accounting*. This means that revenues are recognized when they are earned, measurable and available. Expenditures are recognized in the period that liabilities are due and payable. The budgetary basis is the same and is used in the General Fund, Special Revenue and Debt Service Funds, and Capital Project Funds.

Proprietary and Fiduciary Funds use the *full accrual basis of accounting*. Revenues are recognized when they are earned and expenses are recognized when liabilities are incurred. However, the budgetary basis in these funds is primarily based on the modified-accrual approach. Instead of authorizing budget for depreciation of capital assets, the budget measures and appropriates cash outflows for capital acquisition and construction, which is a modified-accrual approach. In full accrual based accounting debt proceeds are recorded as liabilities rather than a revenue (funding source). For these reasons a reconciliation and adjustment is made on these fund statements to show the difference between the budgetary basis and the accounting basis. Examples of the these funds are Light & Power, Water, Wastewater, Storm Drainage, Golf, all the internal service funds, and the pension retirement fund.

BUDGET TYPES – Budgets are either *lapsing or non-lapsing*. Lapsing budgets are annual budgets used for operating and maintenance activities and make up the vast majority of appropriations. Non-lapsing budgets are authorized for the length of a capital project or the term of a grant.

AUTHORIZATION TO SPEND - Council approves expenditures by appropriation ordinances, including those from fund balances. The authorization is generally done prior to the beginning of each fiscal year, but can be done by the City Council anytime during the year if funds are available.

LEGAL LEVEL OF CONTROL – Spending against lapsing budgets is legally capped at the fund level. Although departments cannot move lapsing appropriations between funds, they can move budget between Service Areas and Departments within a fund. Spending for capital projects and grants is capped at the authorized non-lapsing budget. Council must approve, by ordinance, moving appropriations from one capital project or grant to another. They must also approve moving appropriations between lapsing to non-lapsing budgets.

NET CITY BUDGET - Total appropriations or expenditures which make up the City's budget become somewhat complex when dealing with the issue of *transfers* between funds and *internal service fund charges*. Because each fund is a separate entity, Council must appropriate the expenditure in the fund transferring the funds and must appropriate the funds in the receiving fund. Simply put, revenues and expenditures between City funds are accounted for twice and occasionally three times in arriving at total appropriations of the City. For this reason, the total appropriated and authorized amount for any fiscal year can be significantly higher than actual dollars spent or budgeted for that year. The Net City budget is arrived at by excluding the transfers and internal service fund activity.

FUND ACCOUNTING - Fund accounting is used both for budgeting and accounting purposes. Each fund is established for a specific purpose and is treated as a separate accounting entity.

The flow of revenues and expenditures within each fund is somewhat like a bank checking account and a savings account. Revenues are deposited into the checking account and are used to pay for operations and other ongoing activities throughout the year. Any excess of revenues over expenditures are placed in a savings account at year end. The savings is called fund balance and can be restricted, committed or assigned for a specified purpose.

FUND TYPES - The City of Fort Collins utilizes several types of funds: General Fund, Special Revenue and Debt Service Funds, Enterprise Funds, Internal Service Funds, and Capital Project Funds.

The *General Fund* is the largest fund and includes such services as Police; Planning, Development and Transportation; Parks and Natural Resources; Facility Operations and Maintenance; Financial; Executive, Legal and Judicial; and Human Resources. The General Fund also makes significant contributions several other funds such as Recreation, Cultural Services, Cemeteries, Transportation and Transit (the City's bus system, Transfort).

Special Revenue and Debt Service Funds each have a specific revenue source or sources which are restricted to specific purposes for expenditure by federal or state law, or by City ordinance or resolution. Examples of Special Revenue Funds are Cultural Services and Facilities, Cemeteries, Recreation, Transit, and Transportation. The Debt Service Funds are used for payments on the City's long-term debt.

Enterprise Funds are self-supporting through user fees. Light and Power, Water, Wastewater, and Stormwater Utilities, and the Golf Fund are classified as Enterprise Funds. The accounting for enterprise funds is similar to private sector business accounting.

Internal Service Funds provide support to other City departments. Included in this category are: the Benefits Fund; the Equipment Fund which supports the city fleet and vehicle maintenance; Data & Communications Fund which supports the City telephone and computer systems; the Self Insurance Fund for city liability insurance, and the Utility Customer Service and Administration Fund which provides management, support services, and customer services for the four utility funds. Internal Service Funds are self-supported by charges and transfers from the various funds that use their services.

The City's governmental Capital Projects are accounted for in the Capital Projects Fund, Conservation Trust Fund, and Neighborhood Parkland Fund. Note that these funds do not account for capital projects related to the Enterprise Funds. Operation and maintenance costs associated with each capital project are budgeted separately in an operating fund.

GENERAL FUND - 100

COMPARATIVE BUDGET STATEMENT

	ACTUAL 2010	ACTUAL 2011	FORECASTED 2012	BUDGET 2013	BUDGET 2014
<i>Beginning Fund Balance</i>	\$37,593,523	\$40,924,107	\$40,167,124	\$55,990,588	\$55,338,627
Revenues					
Taxes	78,087,555	80,617,012	87,929,166	88,409,365	91,322,449
Licenses and Permits	1,055,223	1,368,495	1,979,537	1,709,850	1,710,200
Fines and Forfeitures	2,737,462	2,729,678	2,769,638	2,702,900	2,750,958
Intergovernmental	10,261,596	10,660,973	10,887,649	9,882,167	10,223,297
Charges for Service	7,746,727	7,593,915	7,770,841	7,093,901	7,285,592
Earnings on Investments	813,703	552,217	428,235	424,377	1,027,204
Miscellaneous	904,914	1,294,672	1,912,052	798,355	819,820
Total Revenues	\$101,607,179	\$104,816,962	\$113,677,118	\$111,020,915	\$115,139,520
Other Financing Sources					
Other Financing Sources	0	569,913	150,500	0	0
Transfers In	1,913,119	1,745,778	8,083,300	1,184,994	1,188,251
Total Other Financing Sources	\$1,913,119	\$2,315,691	\$8,233,800	\$1,184,994	\$1,188,251
Total Revenues & Other Financing Sources	\$103,520,298	\$107,132,653	\$121,910,918	\$112,205,909	\$116,327,771
Expenditures					
Investigations	6,050,519	6,163,861	6,079,929	5,679,470	5,846,655
Police Information Services	6,394,353	6,771,717	8,087,797	7,249,969	7,419,880
Patrol	14,861,104	15,311,133	15,310,580	15,401,286	15,964,187
Office of the Chief	2,856,085	3,083,024	3,211,736	2,951,559	3,009,128
Economic Development	1,026,114	1,432,808	1,053,010	3,293,699	5,291,995
Social Sustainability	671,830	565,761	753,980	1,092,123	1,099,001
Environmental Sustainability	1,179,923	1,195,924	1,075,967	1,265,012	1,237,503
Finance Administration	461,881	437,865	570,149	717,153	738,246
Accounting	1,770,030	1,772,371	1,715,542	2,161,371	1,912,416
Budget	292,826	263,107	351,840	391,033	390,499
Purchasing & Risk Management	384,734	397,806	524,941	488,054	500,313
Non Departmental	1,464,839	1,273,199	1,537,025	1,385,472	1,185,472
Comm. & Public Involvement	819,110	898,870	985,623	1,231,263	1,099,104
Human Resources	1,275,787	1,155,503	1,360,417	1,877,356	1,820,671
Operation Services	6,631,602	8,223,111	8,010,965	9,368,148	9,570,269
Community Services Admin	264,759	259,892	267,872	316,691	323,231
Parks	7,792,375	7,726,600	7,892,007	8,597,613	8,479,915
Natural Areas	78,389	113,189	126,343	53,395	54,176
City Clerk's Office	672,028	625,820	828,512	730,050	579,410
PDT Administration	309,253	443,730	454,911	492,757	502,513
Advance Planning	1,021,849	529,956	676,595	0	0
Comm Dev & Neighborhood Svcs	2,879,934	3,504,056	3,844,408	4,471,901	4,567,166
City Attorney's Office	1,211,862	1,246,266	1,256,587	1,563,657	1,608,656
City Council	95,501	101,746	103,473	128,810	127,985
City Manager's Office	2,194,446	2,492,015	2,666,960	2,576,711	2,617,433
Municipal Court	500,774	522,347	546,524	560,650	574,816
Poudre Fire Authority	17,223,642	16,702,318	16,931,807	17,465,943	17,737,772
Total Expenditures	\$80,385,547	\$83,213,994	\$86,225,500	\$91,511,146	\$94,258,412
Other Financing Uses					
Other Financing	475,461	0	0	56,000	56,000
Transfers Out	19,328,707	24,675,642	19,861,954	21,290,724	22,373,236
Total Other Financing Uses	\$19,804,167	\$24,675,642	\$19,861,954	\$21,346,724	\$22,429,236
Total Expenditures & Other Financing Uses	\$100,189,715	\$107,889,636	\$106,087,454	\$112,857,870	\$116,687,648
Net Change in Fund Balance	\$3,330,584	\$(756,983)	\$15,823,464	\$(651,961)	\$(359,877)
<i>Ending Fund Balance</i>	\$40,924,107	\$40,167,124	\$55,990,588	\$55,338,627	\$54,978,750

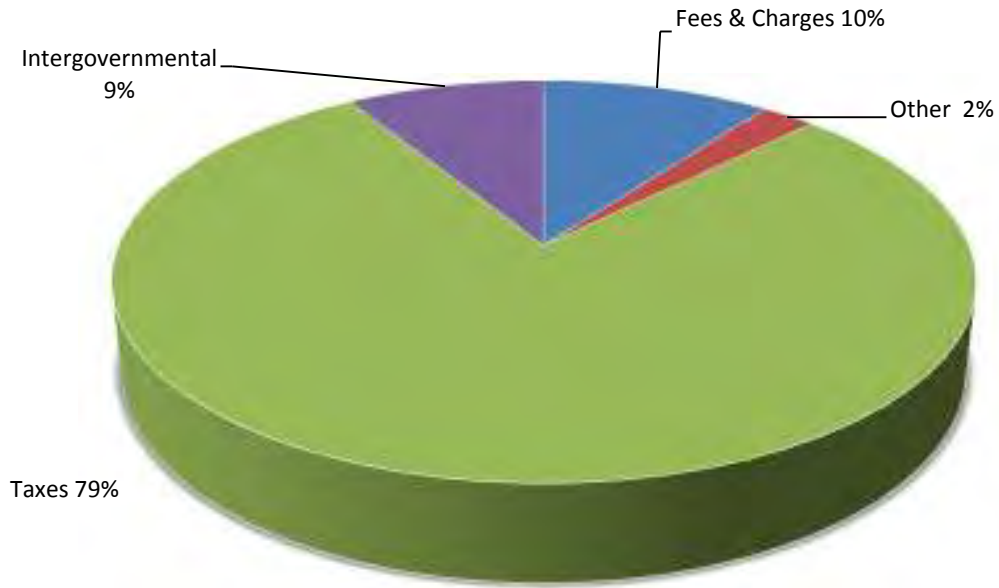
GENERAL FUND RESERVES PROJECTION

	ACTUAL 2010	ACTUAL 2011	PROJECTED 2012	BUDGET 2013	BUDGET 2014
Fund Balance					
Non-Spendable Advances	6,523,939	5,496,830	5,496,830	5,496,830	5,496,830
Non-Spendable Inventories	2,896,665	2,896,665	2,896,665	2,896,665	2,896,665
Non-Spendable Notes/Loans Receivable	125,200	125,200	125,200	125,200	125,200
NOT Available for Appropriation	9,545,804	8,518,695	8,518,695	8,518,695	8,518,695
Restricted Lodging Taxes	152,614	251,677	204,665	146,361	146,361
Restricted Fiscal Agent	0	224,889	16,474	0	0
Restricted for Emergencies	3,764,428	4,263,863	4,263,863	4,263,863	4,263,863
Restricted Police Programs	2,767,969	2,745,086	1,909,619	1,450,000	1,525,000
Restricted Economic Rebates	0	0	3,039,391	4,000,000	4,400,000
Restricted Donations	434,416	507,761	635,164	606,261	643,761
Committed but Available	7,119,427	7,993,276	10,069,176	10,466,485	10,978,985
Designated for Encumbrances	2,852,075	5,151,284	4,600,000	4,000,000	4,000,000
Assigned for DPS Comm System	876,139	1,054,889	1,718,386	0	0
Assigned for Police Department Seizure	37,484	22,554	18,693	18,693	18,693
Camera Radar	965,558	773,242	937,123	1,100,870	1,036,907
North College	0	0	5,700,000	5,700,000	5,700,000
Affordable Housing	157,412	193,847	237,182	193,847	193,847
DT Parking Plan	40,000	0	0	0	0
Waste Innovation Program	0	152,454	269,320	174,467	289,467
Assigned Fund Balance	4,928,668	7,348,270	13,480,704	11,187,877	11,238,914
Unassigned Fund Balance	19,330,208	16,306,883	23,922,013	25,165,570	24,242,156
Total Fund Balance	40,924,107	40,167,124	55,990,588	55,338,627	54,978,750
Policy Minimum					
60 Day Policy	17,981,606	17,679,576	18,809,645	19,447,941	19,836,900
Assigned Fund Balance	4,928,668	7,348,270	13,480,704	11,187,877	11,238,914
Unassigned Fund Balance	19,330,208	16,306,883	23,922,013	25,165,570	24,242,156
Total	24,258,876	23,655,153	37,402,717	36,353,447	35,481,070
Above / (Below) Minimum	6,277,270	5,975,577	18,593,072	16,905,506	15,644,170

WHERE THE MONEY COMES FROM

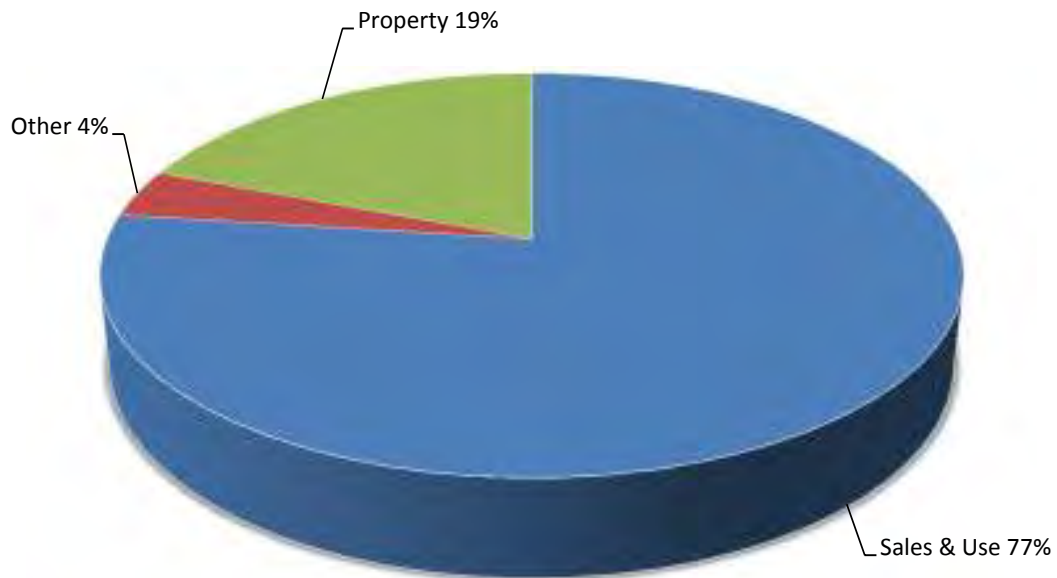
General Fund Revenue

2013 - \$ 112,205,909 2014 - \$ 116,327,771



Tax Revenue Detail

2013 - \$ 88,409,365 2014 - \$ 91,322,449



GENERAL FUND REVENUE DETAIL

	ACTUAL 2011	PROJECTED 2012	ADOPTED 2013	ADOPTED 2014	% Change 2012 to 2013	% Change 2013 to 2014
TAXES	\$80,617,012	\$87,929,166	\$88,409,365	\$91,322,449	0.5%	3.3%
% of Total	75.2%	72.1%	78.8%	78.5%		
Property Tax	16,953,485	16,968,096	17,098,465	17,358,349	0.8%	1.5%
Sales Tax	52,462,709	55,080,167	56,086,200	57,560,200	1.8%	2.6%
Use Tax	7,858,529	12,674,111	11,814,700	12,938,900	-6.8%	9.5%
Franchise Tax - Cable	1,300,584	1,049,900	1,305,000	1,310,000	24.3%	0.4%
Franchise Tax - Telephone	336,611	331,369	350,000	360,000	5.6%	2.9%
Occupational Priv-Gas Service	445,000	445,000	450,000	460,000	1.1%	2.2%
Occupational Priv-Liquor Lic	351,186	368,683	350,000	360,000	-5.1%	2.9%
Lodging Tax	908,908	1,011,840	955,000	975,000	-5.6%	2.1%
LICENSES & PERMITS	\$1,368,495	\$1,979,537	\$1,709,850	\$1,710,200	-13.6%	0.0%
% of Total	1.3%	1.6%	1.5%	1.5%		
Contractor License	183,673	151,825	150,000	150,000	-1.2%	0.0%
Liquor License	16,179	19,745	15,000	15,000	-24.0%	0.0%
Home Occupational Licenses	9,899	7,471	9,000	9,000	20.5%	0.0%
Business License	12,523	9,414	6,600	6,700	-29.9%	1.5%
Business License - Class II	21,014	22,187	21,250	21,500	-4.2%	1.2%
Solid Waste Collect Licenses	25,300	1,000	8,000	8,000	700.0%	0.0%
Medical Marijuana Licenses	32,899	11,544	0	0	-100.0%	0.0%
Solicitor Permits and Badges	4,590	2,220	0	0	-100.0%	0.0%
Building Permits	1,062,418	1,754,132	1,500,000	1,500,000	-14.5%	0.0%
FINES AND FORFEITURES	\$2,729,678	\$2,769,638	\$2,702,900	\$2,750,958	-2.4%	1.8%
% of Total	2.5%	2.3%	2.4%	2.4%		
Court Fines	1,243,630	1,448,855	1,575,000	1,654,000	8.7%	5.0%
Camera Radar / Red Light Fines	755,972	636,792	670,000	630,000	5.2%	-6.0%
Traffic Surcharge	299,346	360,473	402,900	410,958	11.8%	2.0%
Police Seizure	254,262	179,712	0	0	-100.0%	0.0%
Larimer County Drug Task Force	90,925	58,185	0	0	-100.0%	0.0%
City Portion of County Fines	79,720	77,967	55,000	56,000	-29.5%	1.8%
Fines in Lieu of Suspension	5,823	7,654	0	0		
INTERGOVERNMENTAL	\$10,660,973	\$10,887,649	\$9,882,167	\$10,223,297	-9.2%	3.5%
% of Total	10.0%	8.9%	8.8%	8.8%		
Other Int Govt Ops Grants/Cont	1,333,941	750,066	0	0	-100.0%	0.0%
PSD Resource Officers	479,067	492,287	550,000	565,000	11.7%	2.7%
Tobacco Tax	370,864	304,177	372,500	376,000	22.5%	0.9%
Other Shared Revenue	183,667	247,253	0	0	-100.0%	0.0%
PILOT - Light & Power Fund	5,642,548	6,145,140	6,181,300	6,441,200	0.6%	4.2%
PILOT - Water Fund	1,303,930	1,523,202	1,439,387	1,495,826	-5.5%	3.9%
PILOT - Wastewater Fund	1,066,880	1,158,004	1,086,980	1,090,771	-6.1%	0.3%
PILOT - Other	507	15,994	0	0	-100.0%	0.0%
Ambulance Service Contract	254,569	251,526	252,000	254,500	0.2%	1.0%
Other Intergovernmental	25,000	0	0	0	0.0%	0.0%
CHARGES FOR SERVICES	\$7,593,915	\$7,770,841	\$7,093,901	\$7,285,592	-8.7%	2.7%
% of Total	7.1%	6.4%	6.3%	6.3%		
Court Cost, Fees, Charge	265,888	296,763	310,000	325,000	4.5%	4.8%
Liquor Application Fees	41,775	31,220	36,000	36,000	15.3%	0.0%
Passport Fee	63,003	69,595	62,000	62,000	-10.9%	0.0%
Public Education Govt Fee	157,231	128,824	155,000	157,000	20.3%	1.3%
Larimer County Cable Charges	57,275	55,200	57,000	57,000	3.3%	0.0%
Administrative Charge						
Capital Projects Fund	34,914	35,961	45,013	46,363	25.2%	3.0%
Golf Fund	89,301	91,980	88,926	91,594	-3.3%	3.0%
Light & Power Fund	1,024,137	1,054,862	1,162,454	1,197,328	10.2%	3.0%
Water Fund	851,548	877,094	863,391	889,293	-1.6%	3.0%
Wastewater Fund	572,458	589,632	489,391	504,650	-17.0%	3.1%
Stormwater Fund	313,369	322,770	287,787	296,421	-10.8%	3.0%

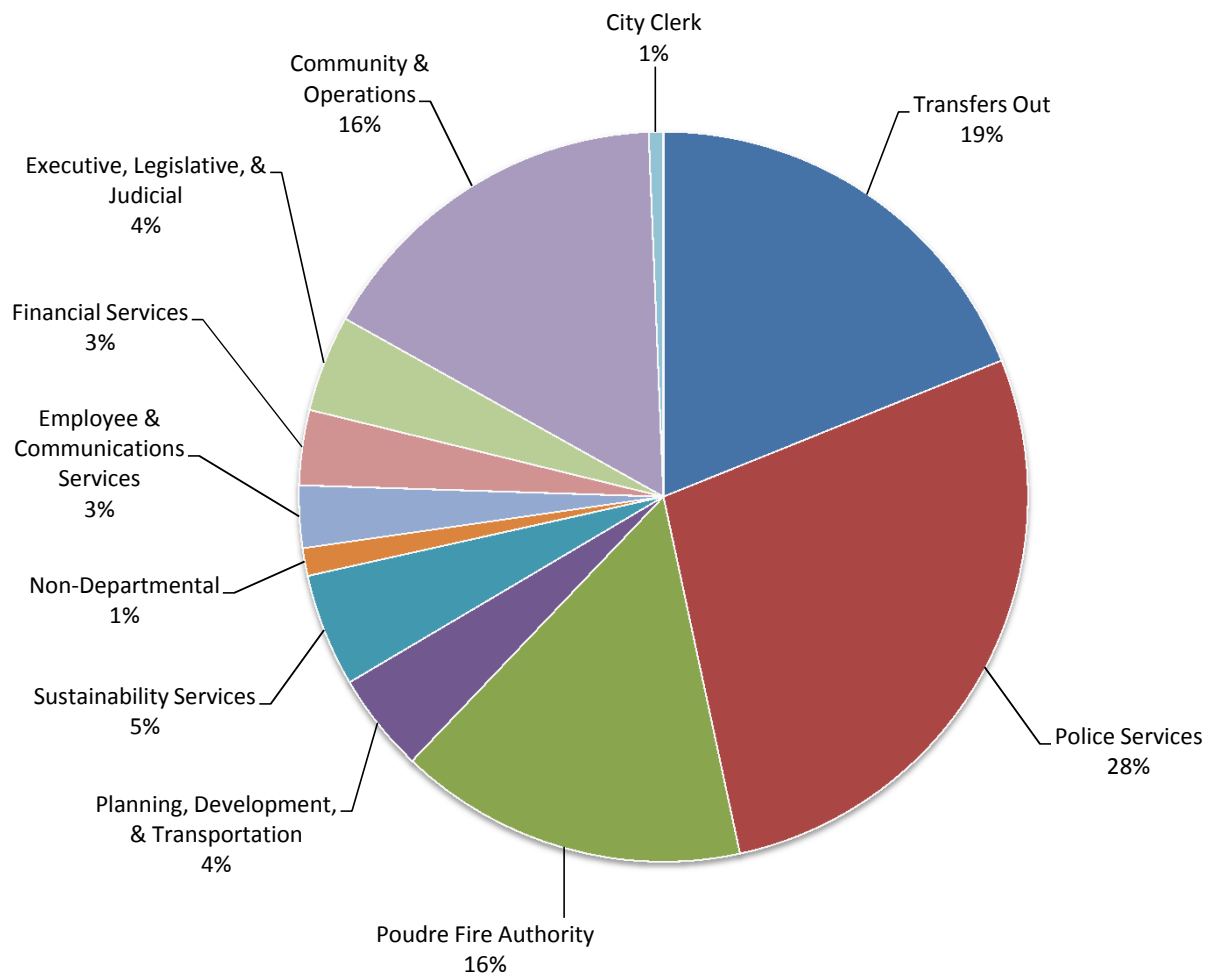
	ACTUAL 2011	PROJECTED 2012	ADOPTED 2013	ADOPTED 2014	% Change 2012 to 2013	% Change 2013 to 2014
CHARGES FOR SERVICES (Continued)						
Utility CS&A Fund	58,716	60,477	70,548	72,664	16.7%	3.0%
Neighborhood Parkland Fund	25,313	26,072	26,361	27,152	1.1%	3.0%
Conservation Trust Fund	12,166	12,531	16,033	16,514	27.9%	3.0%
Natural Areas Fund	152,026	156,587	180,203	185,609	15.1%	3.0%
Work For Other Funds	2,175,135	2,005,931	1,759,976	1,830,786	-12.3%	4.0%
Active Portfolio Invest	86,346	88,476	29,796	30,690	-66.3%	3.0%
Cable Charges to Departments	58,947	66,447	45,000	45,000	-32.3%	0.0%
Other General Gov Charges	3,401	2,711	0	0	-100.0%	0.0%
RJYC Program Fees	5,944	4,439	0	0	-100.0%	0.0%
Police Misc	237,982	221,749	0	0	-100.0%	0.0%
Parks - Work For Others	260,436	330,771	296,412	299,368	-10.4%	1.0%
Parks Misc	154,390	124,419	109,110	109,660	-12.3%	0.5%
Showmobile	10,045	11,324	10,000	10,000	-11.7%	0.0%
Shelter Rentals	23,850	24,355	24,000	24,000	-1.5%	0.0%
Reimbursed Tipping Fees	101,864	100,978	115,000	115,000	13.9%	0.0%
Permit Plan Review Fees	332,064	502,479	425,000	425,000	-15.4%	0.0%
PDP Subdivision & Zoning	78,233	178,396	90,000	90,000	-49.6%	0.0%
Development Review Mailings	11,418	17,200	10,000	10,000	-41.9%	0.0%
Minor Amendment Fees	65,281	17,486	30,000	30,000	71.6%	0.0%
Neighborhood & Bldg Admin Fees	15,188	14,838	20,000	20,000	34.8%	0.0%
Housing Occupancy Compliance	7,289	1,945	5,000	5,000	157.0%	0.0%
NBS Case Management Fees	6,547	2,389	2,500	2,500	4.7%	0.0%
Copy Charges	692	1,123	0	0	-100.0%	0.0%
Other Charges for Service	239,743	243,818	272,000	274,000	11.6%	0.7%
EARNINGS ON INVESTMENTS	\$552,217	\$428,235	\$424,377	\$1,027,204	-0.9%	142.0%
% of Total	0.5%	0.4%	0.4%	0.9%		
MISCELLANEOUS	\$1,294,672	\$1,912,052	\$798,355	\$819,820	-58.2%	2.7%
% of Total	1.2%	1.6%	0.7%	0.7%		
Special Assessments	43,454	37,279	50,000	50,000	34.1%	0.0%
Office Rental	10,184	10,184	10,000	10,000	-1.8%	0.0%
Building Rental	15,792	15,062	18,000	20,000	0.0%	11.1%
House Rental	47,840	50,270	0	0	-100.0%	0.0%
Tree Donations	15,252	22,420	15,000	15,000	-33.1%	0.0%
Contrib/Donation Private	690,532	1,256,077	255,455	269,420	-79.7%	5.5%
Fiber Optic Loop	277,849	277,998	278,000	278,000	0.0%	0.0%
Sale of Maps & Publications	2,711	4,659	3,000	3,500	-35.6%	16.7%
Other Miscellaneous Revenue	191,058	238,103	168,900	173,900	-29.1%	3.0%
OTHER FINANCING: SOURCES	\$569,913	\$150,500	\$0	\$0	-100.0%	#DIV/0!
% of Total	0.5%	0.1%	0.0%	0.0%		
Proceeds from Lease Purchases	542,402	150,500	0	0	-100.0%	0.0%
Sale of Capital Assets	27,511	0	0	0	0.0%	0.0%
TRANSFERS IN:	\$1,745,778	\$8,083,300	\$1,184,994	\$1,188,251	-85.3%	0.3%
% of Total	1.6%	6.6%	1.1%	1.0%		
Capital Expansion Fund	33,521	7,077,614	36,000	39,000	0.0%	8.3%
Conservation Trust Fund	762,146	730,146	735,154	734,543	0.7%	-0.1%
Stormwater Fund	5,000	5,000	0	0	-100.0%	0.0%
Utility Customer Serv & Admin	13,500	14,040	42,340	43,208	201.6%	2.1%
Other Funds	931,611	256,500	371,500	371,500	44.8%	0.0%
TOTAL REVENUES AND OTHER FUNDING SOURCES	\$107,132,653	\$121,910,918	\$112,205,909	\$116,327,771	-8.0%	3.7%

GENERAL FUND EXPENDITURES

The General Fund is the largest and most diverse of the City's operating funds. It includes all resources not restricted legally to a specific use. The major source of revenue to the General Fund is sales and use tax. Local property and the lodging tax are also included in the General Fund as well as revenue derived from fees for services and materials, licenses, permits, and fines.

General Fund Budget

2013 - \$112.9 Million / 2014 - \$116.7 Million



GENERAL FUND EXPENSE DETAIL

SERVICE AREA	ACTUAL	PROJECTED	ADOPTED	ADOPTED	% Change	% Change
Department	2011	2012	2013	2014	2012	2013
					to 2013	to 2014
CITY CLERK	\$625,820	\$828,512	\$730,050	\$579,410	-11.9%	-20.6%
% of Total	0.6%	0.8%	0.6%	0.5%		
City Clerk	625,820	828,512	730,050	579,410	-11.9%	-20.6%
COMMUNITY & OPERATIONS						
SERVICES	\$16,322,792	\$16,297,187	\$18,335,847	\$18,427,591	12.5%	0.5%
% of Total	15.1%	15.4%	16.2%	15.8%		
Administration	259,892	267,872	316,691	323,231	18.2%	2.1%
Natural Resources	113,189	126,343	53,395	54,176	-57.7%	1.5%
Operation Services	8,223,111	8,010,965	9,368,148	9,570,269	16.9%	2.2%
Parks	7,726,600	7,892,007	8,597,613	8,479,915	8.9%	-1.4%
EMPLOYEE & COMMUNICATION						
SERVICES	\$2,054,373	\$2,346,040	\$3,108,619	\$2,919,775	32.5%	-6.1%
% of Total	1.9%	2.2%	2.8%	2.5%		
Communications & Public Inv	898,870	985,623	1,231,263	1,099,104	24.9%	-10.7%
Human Resources	1,155,503	1,360,417	1,877,356	1,820,671	38.0%	-3.0%
EXECUTIVE, LEGISLATIVE &						
JUDICIAL	\$4,362,374	\$4,573,544	\$4,829,828	\$4,928,890	5.6%	2.1%
% of Total	4.0%	4.3%	4.3%	4.2%		
City Manager	2,492,015	2,666,960	2,576,711	2,617,433	-3.4%	1.6%
City Council	101,746	103,473	128,810	127,985	24.5%	-0.6%
City Attorney	1,246,266	1,256,587	1,563,657	1,608,656	24.4%	2.9%
Municipal Court	522,347	546,524	560,650	574,816	2.6%	2.5%
FINANCIAL SERVICES						
SERVICES	\$2,871,150	\$3,162,472	\$3,757,611	\$3,541,474	18.8%	-5.8%
% of Total	2.7%	3.0%	3.3%	3.0%		
Finance	2,871,150	3,162,472	3,757,611	3,541,474	18.8%	-5.8%
PLANNING, DEVELOPMENT &						
TRANSPORTATION	\$4,477,742	\$4,975,914	\$4,964,658	\$5,069,679	-0.2%	2.1%
% of Total	4.2%	4.7%	4.4%	4.3%		
Administration	443,730	454,911	492,757	502,513	8.3%	2.0%
Advance Planning	529,956	676,595	0	0	-100.0%	0.0%
Comm Dev & Neighborhood Svc	3,504,056	3,844,408	4,471,901	4,567,166	16.3%	2.1%
POLICE						
SERVICES	\$31,329,735	\$32,690,042	\$31,282,284	\$32,239,850	-4.3%	3.1%
% of Total	29.0%	30.8%	27.7%	27.6%		
Information Services	6,771,717	8,087,797	7,249,969	7,419,880	-10.4%	2.3%
Investigations	6,163,861	6,079,929	5,679,470	5,846,655	-6.6%	2.9%
Office of the Chief	3,083,024	3,211,736	2,951,559	3,009,128	-8.1%	2.0%
Patrol	15,311,133	15,310,580	15,401,286	15,964,187	0.6%	3.7%
SUSTAINABILITY SERVICES						
SERVICES	\$3,194,493	\$2,882,957	\$5,650,834	\$7,628,499	96.0%	35.0%
% of Total	3.0%	2.7%	5.0%	6.5%		
Economic Development	1,432,808	1,053,010	3,293,699	5,291,995	212.8%	60.7%
Environmental Sustainability	1,195,924	1,075,967	1,265,012	1,237,503	17.6%	-2.2%
Social Sustainability	565,761	753,980	1,092,123	1,099,001	44.8%	0.6%

SERVICE AREA Department	ACTUAL 2011	PROJECTED 2012	ADOPTED 2013	ADOPTED 2014	% Change	% Change
					2012	2013
					to 2013	to 2014
NON-DEPARTMENTAL	\$1,273,198	\$1,537,025	\$1,385,472	\$1,185,472	-9.9%	-14.4%
% of Total	1.2%	1.4%	1.2%	1.0%		
Community Opportunity	0	0	100,000	100,000	0.0%	0.0%
Contingency	0	0	100,000	100,000	0.0%	0.0%
GERP			296,800	296,800	0.0%	0.0%
Larimer County Treasurer Svc	508,268	503,733	546,100	546,100	8.4%	0.0%
Other	200,000	386,803	200,000	0	-48.3%	-100.0%
Insurance contribution	564,930	646,489	142,572	142,572	-77.9%	0.0%
CONTRIBUTION TO POUFRE						
POUDRE FIRE AUTHORIT	\$16,702,318	\$16,931,807	\$17,465,943	\$17,737,772	3.2%	1.6%
% of Total	15.5%	16.0%	15.5%	15.2%		
Contribution to Poudre Fire Authority	16,702,318	16,931,807	17,465,943	17,737,772	3.2%	1.6%
TRANSFERS TO:						
	\$24,675,642	\$19,861,954	\$21,346,724	\$22,429,236	7.5%	5.1%
% of Total	22.9%	18.7%	18.9%	19.2%		
Cultural Services Fund	1,501,524	1,539,518	837,655	854,407	-45.6%	2.0%
Recreation Fund	864,584	1,156,710	891,363	896,480	-22.9%	0.6%
Cemetery Fund	130,392	138,539	142,366	145,199	2.8%	2.0%
Museum Fund	0	0	731,420	746,048	0.0%	2.0%
Transit Services Fund	4,994,853	5,011,162	5,573,818	6,895,479	11.2%	23.7%
Street Oversizing Fund	378,699	378,730	361,617	224,028	-4.5%	-38.0%
Transportation Services Fund	5,402,698	4,654,765	3,936,424	4,041,410	-15.4%	2.7%
Capital Leasing	2,607,507	2,609,121	3,017,043	2,992,079	15.6%	-0.8%
Capital Projects	4,840,274	0	1,000,000	800,000	0.0%	-20.0%
Golf Fund	6,000	0	0	0	0.0%	0.0%
Light & Power Fund	0	0	86,148	87,888	0.0%	2.0%
Stormwater Fund	0	0	32,000	32,000	0.0%	0.0%
Equipment Fund	302,108	336,807	424,426	683,852	26.0%	61.1%
Other Financing	0	0	56,000	56,000	0.0%	0.0%
Data and Communications	3,647,003	4,036,602	4,256,444	3,974,366	5.4%	-6.6%
TOTAL GENERAL FUND EXPENSES	\$107,889,636	\$106,087,454	\$112,857,870	\$116,687,648	6.4%	3.4%

SPECIAL REVENUE FUNDS

250 - CAPITAL EXPANSION FUND

2013 - \$3,025,353

2014 - \$832,354

The Capital Expansion Fund is used to account for the impact fees collected by the City and used for Library, Community Parkland, Police Services, Fire Services, and General Governmental Facilities. Capital Expansion Fees are a form of development fee imposed on new development.

251 - SALES AND USE TAX FUND

2013 - \$12,294,000

2014 - \$12,552,000

The Sales and Use Tax Fund is used to account for collections of the City's sales and use taxes for the Building on Basics Capital Improvement Plan and the Open Space YES tax. Tax revenue is primarily transferred to the Capital Projects Fund and the Natural Areas Fund.

254 – KEEP FORT COLLINS GREAT FUND

2013 - \$22,675,834

2014 - \$21,765,743

The Keep Fort Collins Great Fund provides accounting for the .85% sales and use tax increase passed in November 2010. The additional revenue will be allocated and used for the following: 33% for street maintenance and repair, 17% for other street and transportation needs, 17% for police services, 11% for fire services, 11% for parks maintenance and recreation services, and 11% for other community priorities as determined by City Council. This tax commenced on January 1, 2011 and will sunset after ten years, ending on December 31, 2020.

270 – NEIGHBORHOOD PARKLAND FUND

2013- \$1,768,681

2014 - \$2,056,071

The Neighborhood Parkland Fund provides accounting for the Neighborhood Parkland Fee collected on each new residential dwelling unit constructed within the Urban Growth Area. The fee is used to construct neighborhood parks in newly developed residential areas and minor improvements for playground equipment in older parks.

271 - CONSERVATION TRUST FUND

2013 - \$1,542,090

2014 - \$1,527,649

The Conservation Trust Fund provides for the receipt and expenditure of revenue received from the Colorado State Lottery in accordance with state statutes. The Lottery revenue finances capital projects which relate to the acquisition and development of open space and trails, as per the recommendations of the Parks and Recreation Board and Council direction. Lottery proceeds are also used for the maintenance of trails and parks.

272 - NATURAL AREAS FUND

2013 - \$9,681,563

2014 - \$9,401,207

The Natural Areas Fund is used to account for the City's tax proceeds that are used to preserve and provide open space, natural areas, wildlife habitat, parks and trails.

273 - CULTURAL SERVICES FUND

2013 - \$4,094,159

2014 - \$4,144,126

The Cultural Services Fund provides accounting for revenues received, including user fees and receipts from the Lincoln Center facility, the Performing and Visual Arts program, and transfers from the General Fund used to promote cultural activities. .

274 - RECREATION FUND

2013 - \$6,726,230

2014 - \$6,070,932

The Recreation Fund provides accounting for revenues including user fees for recreational activities and operating transfers from the General Fund used to provide recreational programs for citizens.

275 - CEMETERIES FUND

2013 - \$579,374

2014 - \$593,224

The Cemeteries Fund provides coordination of all operations for the two City-owned cemeteries including interments, grounds maintenance, records, memorial settings and administration.

276 - PERPETUAL CARE FUND

2013 - \$20,145

2014 - \$20,149

The Perpetual Care Fund provides accounting for perpetual care fees collected and expended in the form of transfers to the Cemetery Fund to help pay for Cemetery maintenance.

277 - MUSEUM FUND

2013 - \$1,181,420

2014 - \$1,196,048

The Museum Fund provides accounting for transfers from the General Fund used to operate the Fort Collins Museum of Discovery which opened in November 2012.

290 - TRANSIT SERVICES FUND

2013 - \$10,157,400

2014 - \$11,241,742

The Transit Services Fund provides accounting for revenues including fees for services, advertising, contractual, intergovernmental revenue, and transfers from the General Fund to be used for approved purposes in connection with public transit services. .

291 - STREET OVERSIZING FUND

2013 - \$2,601,384

2014 - \$2,870,239

The Street Oversizing Fund provides accounting for street oversizing fees collected and operating transfers from other funds to be used for construction of arterial and collector streets.

292 - TRANSPORTATION FUND

2013 - \$24,472,002

2014 - \$23,882,221

The Transportation Fund provides accounting for taxes, intergovernmental revenues, and transfers from the General Fund or other City funds to be used to provide transportation services including street patching, sweeping, snow removal, signs & pavement markings, traffic signal maintenance, parking enforcement, transportation planning and others.

CAPITAL EXPANSION FUND - 250

COMPARATIVE BUDGET STATEMENT

	ACTUAL 2010	ACTUAL 2011	PROJECTED 2012	BUDGET 2013	BUDGET 2014
Beginning Fund Balance	\$13,971,720	\$13,590,507	\$14,586,160	\$16,788,708	\$15,292,138
Revenues					
General Government	127,462	141,676	285,630	180,000	200,000
Public Safety	185,525	190,998	388,960	225,000	255,000
Culture, Parks, Rec & Environ	378,547	960,768	1,797,659	1,000,000	1,100,000
Other Charges for Service	85,819	33,521	64,369	36,000	39,000
Interest Revenue	167,511	151,830	130,148	87,783	71,176
Security Lending	303	11	0	0	0
Other Earnings on Investments	0	146,819	144,359	0	0
Total Revenues	\$945,167	\$1,625,622	\$2,811,125	\$1,528,783	\$1,665,176
Other Financing Sources					
Other Financing Sources	0	90,367	247,648	0	0
Total Other Financing Sources	\$0	\$90,367	\$247,648	\$0	\$0
Total Revenues & Other Financing Sources	\$945,167	\$1,715,989	\$3,058,773	\$1,528,783	\$1,665,176
Expenditures					
Library Capital Expansion	168,917	0	0	0	0
Fire Capital Expansion	234,354	234,354	234,353	234,353	234,354
Police Capital Expansion	350,000	0	0	0	0
Community Parkland Capital Exp	5,564	4,093	4,216	0	0
Total Expenditures	\$758,835	\$238,447	\$238,569	\$234,353	\$234,354
Other Financing Uses					
Transfers Out	567,545	391,522	370,008	2,791,000	598,000
Total Other Financing Uses	\$567,545	\$391,522	\$370,008	\$2,791,000	\$598,000
Total Expenditures & Other Financing Uses	\$1,326,380	\$629,969	\$608,577	\$3,025,353	\$832,354
Adjustment to GAAP					
Net Debt Proceeds	0	90,367	247,648	0	0
Net Change in Fund Balance	\$(381,213)	\$995,653	\$2,202,548	\$(1,496,570)	\$832,822
Ending Fund Balance	\$13,590,507	\$14,586,160	\$16,788,708	\$15,292,138	\$16,124,960
Reserves					
Community Parkland	\$6,256,448	\$7,292,155	\$9,235,598	\$8,007,598	\$9,042,598
Police Services	1,452,357	1,192,189	1,025,068	770,068	530,068
Fire Services	383,083	264,559	265,161	160,808	71,454
General Government	165,966	602,972	1,296,252	1,387,035	1,514,211
Capital Reserve	159,895	151,894	131,886	131,886	131,886
Advances	5,172,758	5,082,391	4,834,743	4,834,743	4,834,743
Total Reserves	\$13,590,507	\$14,586,160	\$16,788,708	\$15,292,138	\$16,124,960

SALES & USE TAX FUND - 251

COMPARATIVE BUDGET STATEMENT

	ACTUAL 2010	ACTUAL 2011	BUDGET 2012	BUDGET 2013	BUDGET 2014
<i>Beginning Fund Balance</i>	\$9,767,093	\$7,535,107	\$7,366,095	\$743,933	\$1,213,455
Revenues					
Sales & Use Tax	11,222,311	11,633,174	13,280,866	12,697,100	12,648,300
Interest Revenue	57,278	173,164	0	66,422	53,856
Security Lending	94	4	0	0	0
Other Miscellaneous	405	1,546	0	0	0
Total Revenues	\$11,280,087	\$11,807,888	\$13,280,866	\$12,763,522	\$12,702,156
Other Financing Sources					
Total Other Financing Sources	\$0	\$0	\$0	\$0	\$0
Total Revenues & Other Financing Sources	\$11,280,087	\$11,807,888	\$13,280,866	\$12,763,522	\$12,702,156
Expenditures					
Governmental Services	744,000	744,000	744,000	744,000	744,000
Internal Admin Services	1,010	885	0	0	0
Rebates & Incentives	654,384	67,526	263,774	0	0
Total Expenditures	\$1,399,394	\$812,411	\$1,007,774	\$744,000	\$744,000
Other Financing Uses					
Debt Service	0	0	19,039	0	0
Transfers to Funds	12,112,679	11,164,489	18,876,215	11,550,000	11,808,000
Total Other Financing Uses	\$12,112,679	\$11,164,489	\$18,895,254	\$11,550,000	\$11,808,000
Total Expenditures & Other Financing Uses	\$13,512,073	\$11,976,900	\$19,903,028	\$12,294,000	\$12,552,000
Net Change in Fund Balance	\$(2,231,986)	\$(169,012)	\$(6,622,162)	\$469,522	\$150,156
<i>Ending Fund Balance</i>	\$7,535,107	\$7,366,095	\$743,933	\$1,213,455	\$1,363,611
Reserves					
Operations Reserve	14,880	14,880	14,880	14,880	14,840
Manufacturers Use Tax Rebate	200,000	300,000	0	0	0
Mason Corridor	375,489	0	0	0	0
Reserved for BOB and Open Space	0	24,708	654,776	1,057,876	1,154,176
Unassigned	6,944,738	7,026,507	74,277	140,699	194,595
Total Reserves	\$7,535,107	\$7,366,095	\$743,933	\$1,213,455	\$1,363,611

KEEP FORT COLLINS GREAT FUND - 254 COMPARATIVE BUDGET STATEMENT

	ACTUAL 2010	ACTUAL 2011	Projected 2012	BUDGET 2013	BUDGET 2014
Beginning Fund Balance	\$0	\$0	\$6,313,379	\$11,132,396	\$9,539,226
Revenues					
Taxes	0	19,818,263	22,520,524	21,046,800	21,581,200
Earnings on Investments	0	76,766	93,230	35,864	29,079
Total Revenues	\$0	\$19,895,029	\$22,613,754	\$21,082,664	\$21,610,279
Total Revenues & Other Financing Sources	\$0	\$19,895,029	\$22,613,754	\$21,082,664	\$21,610,279
Expenditures					
Salaries & Wages	0	2,164,508	3,950,141	4,840,584	4,919,481
Benefits	0	517,719	1,005,541	1,129,400	1,167,880
Other Personnel Costs	0	9	83	-5,000	15,000
Professional & Technical	0	861,090	881,389	1,603,283	949,782
Governmental Services	0	2,057,000	2,116,653	2,491,473	2,413,976
Other Prof & Tech Services	0	134,619	251,841	328,130	313,469
Utility Services	0	14,815	15,270	7,450	8,428
Cleaning Services	0	2,470	22,406	500	500
Repair & Maintenance Services	0	4,976,955	5,137,180	818,098	788,808
Rental Services	0	22,256	13,914	29,132	29,234
Construction Services	0	207,910	94,086	5,335,509	5,085,931
Insurance, Non Emp Benefits	0	0	0	4,077	0
Communication Services	0	7,006	13,516	15,002	12,412
Internal Admin Services	0	90	17,773	5,356	4,775
Employee Travel	0	17,008	34,994	36,840	32,240
Other Purchased Services	0	201,532	79,445	131,994	125,584
Vehicle & Equipment Supplies	0	74,900	118,838	137,467	122,827
Land & Building Maint Supplies	0	89,963	163,599	55,700	55,700
Infrastructure Maint Supplies	0	864,328	866,752	1,024,042	870,000
Utility Supplies	0	5,940	20,320	0	0
Office & Related Supplies	0	39,606	120,578	53,280	15,420
Health & Safety Supplies	0	1,339	70	27,110	26,304
Chemical Supplies	0	47,528	51,093	12,000	10,000
Other Supplies	0	213,911	246,629	305,698	306,204
Land	0	72,418	7,795	0	0
Infrastructure	0	196,122	924,181	1,853,000	1,813,000
Improvements Other Than Bldg	0	288,809	500,586	501,832	490,033
Vehicles & Equipment	0	339,312	543,734	864,120	976,620
Other Capital Outlay	0	43,272	85,840	172,000	425,000
Grants	0	78,366	404,098	290,000	330,000
Other	0	187	129	370,000	170,000
Total Expenditures	\$0	\$13,540,988	\$17,688,473	\$22,438,077	\$21,478,608
Other Financing Uses					
Debt Service	0	40,661	106,265	237,757	287,135
Total Other Financing Uses	\$0	\$40,661	\$106,265	\$237,757	\$287,135
Total Expenditures & Other Financing Uses	\$0	\$13,581,650	\$17,794,738	\$22,675,834	\$21,765,743
Net Change in Fund Balance	\$0	\$6,313,379	\$4,819,016	-\$1,593,170	-\$155,464
Ending Fund Balance	\$0	\$6,313,379	\$11,132,396	\$9,539,226	\$9,383,762
Reserves					
Street Maintenance and Repair	-	373,007	1,439,068	1,159,314	1,313,152
Other Street & Transportation Needs	-	2,222,866	3,857,286	3,594,002	3,623,409
Police Services	-	2,269,468	3,043,695	2,543,868	2,256,708
Fire Services	-	124,523	492,242	398,669	449,949
Parks Maint. & Recreation Services	-	464,706	831,575	738,769	616,913
Community Priorities	-	858,810	1,468,530	1,104,603	1,123,631
Total Reserves	\$0	\$6,313,379	11,132,396	\$9,539,226	\$9,383,762

NEIGHBORHOOD PARKLAND FUND - 270

COMPARATIVE BUDGET STATEMENT

	ACTUAL 2010	ACTUAL 2011	PROJECTED 2012	BUDGET 2013	BUDGET 2014
Beginning Fund Balance	\$7,978,526	\$7,832,839	\$5,566,652	\$5,156,018	\$4,408,051
Revenues					
Culture, Parks, Rec & Environ	346,749	884,092	1,654,647	950,000	950,000
Interest Revenue	113,853	105,130	84,804	70,714	57,335
Security Lending	166	10	0	0	0
Contributions & Donations	167,797	0	0	0	0
Other Miscellaneous	15,332	0	1,410	0	0
Total Revenues	\$643,897	\$989,232	\$1,740,861	\$1,020,714	\$1,007,335
Other Financing Sources					
Total Other Financing Sources	\$0	\$0	\$0	\$0	\$0
Total Revenues & Other Financing Sources	\$643,897	\$989,232	\$1,740,861	\$1,020,714	\$1,007,335
Expenditures					
Waters Way Park	50,456	1,191,458	402,695	0	0
New Site Acquisition	3,925	0	0	457,521	350,000
New Park Site Development	83,803	41,723	43,880	170,000	170,000
Lee Martinez Park Addition	6,019	12,810	24,769	50,000	0
Huidekoper Park	0	2,331	0	0	0
Registry Park	35,881	1,463,515	65,569	0	0
Richards Lake	158,211	49,719	17,784	300,000	500,000
Staley Neighborhood Park	18,225	29,029	1,168,577	0	0
Maple Hill Park	0	0	0	0	405,106
Trailhead Park	12,057	11,717	10,680	0	0
Golden Meadows Park	0	0	0	100,000	0
Soft Gold Neighborhood Park	0	21,623	0	75,000	0
Side Hill Neighborhood Park	0	0	0	198,000	198,000
Parkland & Administration Cost	397,354	400,190	383,322	408,578	419,079
Parkland Equipment Replacement	7,679	11,280	14,023	0	0
Total Expenditures	\$773,610	\$3,235,395	\$2,131,299	\$1,759,099	\$2,042,185
Other Financing Uses					
Transfers Out	15,974	20,024	20,196	9,582	13,886
Total Other Financing Uses	\$15,974	\$20,024	\$20,196	\$9,582	\$13,886
Total Expenditures & Other Financing Uses	\$789,584	\$3,255,419	\$2,151,495	\$1,768,681	\$2,056,071
Net Change in Fund Balance	\$(145,687)	\$(2,266,187)	\$(410,634)	\$(747,967)	\$(1,048,736)
Ending Fund Balance	\$7,832,839	\$5,566,652	\$5,156,018	\$4,408,051	\$3,359,315
Reserves					
Operations	\$37,993	\$36,938	\$35,182	\$40,844	\$41,661
Reserved for Approved Capital Projects	6,272,382	5,107,253	3,498,979	3,498,979	3,498,979
Unassigned Fund Balance	1,522,464	422,461	1,621,857	868,228	(181,325)
Total Reserves	\$7,832,839	\$5,566,652	\$5,156,018	\$4,408,051	\$3,359,315

2012 Projected as of 1/13/2013

Frozen Appropriations not included in this Fund Statement

CONSERVATION TRUST FUND - 271

COMPARATIVE BUDGET STATEMENT

	ACTUAL 2010	ACTUAL 2011	PROJECTED 2012	BUDGET 2013	BUDGET 2014
Beginning Fund Balance	\$1,969,693	\$1,852,275	\$1,690,799	\$1,999,125	\$2,014,876
Revenues					
Operating Grants/Contributions	0	0	0	0	0
Capital Grants/Contributions	1,429,642	1,260,042	2,030,542	1,200,000	1,250,000
Culture, Parks, Rec & Environ	9,104	2,260	0	0	0
Interest Revenue	23,679	28,988	21,974	17,841	14,466
Security Lending	37	2	0	0	0
Rents	0	0	0	0	0
Contributions & Donations	0	1,000	1,500	0	0
Other Miscellaneous	0	0	0	270,000	270,000
Total Revenues	\$1,462,461	\$1,292,292	\$2,054,016	\$1,487,841	\$1,534,466
Other Financing Sources					
Transfers from Funds	0	0	0	70,000	0
Total Other Financing Sources	\$0	\$0	\$0	\$70,000	\$0
Total Revenues & Other Financing Sources	\$1,462,461	\$1,292,292	\$2,054,016	\$1,557,841	\$1,534,466
Expenditures					
Trail Acquisition/Development	562,493	153,451	686,154	406,500	405,500
Open Space Acquisition	0	0	1,957	0	0
Fossil Creek Trail	99,665	70,115	308,432	40,000	40,000
Tri-City Trails	0	12,000	0	0	50,000
Pickle Plant	0	0	0	0	0
Hughes Stadium Disc Golf Cours	0	171,555	0	70,000	0
Administration	242,968	265,746	0	270,158	275,958
Total Expenditures	\$905,126	\$672,868	\$996,543	\$786,658	\$771,458
Other Financing Uses					
Transfers Out	674,753	780,901	749,147	755,432	756,191
Total Other Financing Uses	\$674,753	\$780,901	\$749,147	\$755,432	\$756,191
Total Expenditures & Other Financing Uses	\$1,579,879	\$1,453,769	\$1,745,690	\$1,542,090	\$1,527,649
Net Change in Fund Balance	\$(117,418)	\$(161,476)	\$308,326	\$15,751	\$6,817
Ending Fund Balance	\$1,852,275	\$1,690,799	\$1,999,125	\$2,014,876	\$2,021,693
Reserves					
Operations	\$13,755	\$24,710	\$15,733	\$15,429	\$15,738
Reserved for Approved Capital Projects	1,174,411	1,337,184	2,705,938	2,705,938	2,705,938
Unassigned Fund Balance	664,109	328,905	(722,546)	(706,491)	(699,983)
Total Reserves	\$1,852,275	\$1,690,799	\$1,999,125	\$2,014,876	\$2,021,693

Note: The negative Unassigned Fund Balance is due to revenue that has not yet been received. Grant revenue of over \$900,000 will be reimbursed to the City after the projects have been completed.

NATURAL AREAS FUND - 272

COMPARATIVE BUDGET STATEMENT

	ACTUAL 2010	ACTUAL 2011	BUDGET 2012	BUDGET 2013	BUDGET 2014
<i>Beginning Fund Balance</i>	\$3,650,963	\$4,337,841	\$4,518,548	\$1,012,073	\$959,720
Revenues					
Intergovernmental	3,024,540	3,430,375	3,010,912	3,340,607	3,407,419
Charges for Service	25,661	29,593	23,000	28,000	28,000
Earnings on Investments	60,910	67,715	45,826	41,370	33,543
Miscellaneous	122,049	179,571	74,920	72,233	82,892
Total Revenues	\$3,233,160	\$3,707,254	\$3,154,658	\$3,482,210	\$3,551,854
Other Financing Sources					
Other Financing Sources	0	4,906	0	0	0
Transfers In	5,553,893	5,766,500	5,896,500	6,147,000	6,276,000
Total Other Financing Sources	\$5,553,893	\$5,771,406	\$5,896,500	\$6,147,000	\$6,276,000
Total Revenues & Other Financing Sources	\$8,787,053	\$9,478,660	\$9,051,158	\$9,629,210	\$9,827,854
Expenditures					
Prairie Education Grant	17,167	4,796	4,973	0	0
Land Conservation	2,129,929	1,977,292	3,917,266	2,205,195	2,364,333
Enforcement	640,477	634,357	694,702	650,957	666,713
Education	342,026	373,223	612,122	486,480	469,089
Program Management	508,092	558,882	690,264	730,693	745,881
Resource Management	53,267	112,491	164,043	401,512	407,732
Public Improvements	876,336	2,163,162	2,287,409	1,506,288	1,449,947
Natural Areas Facility Ops	250,934	179,023	427,431	266,610	270,361
Land Management	295,979	472,930	533,245	612,020	623,492
Open Space YES - Resource Mgmt	1,087,971	1,241,527	1,692,445	1,149,445	1,173,103
Total Expenditures	\$6,202,178	\$7,717,681	\$11,023,901	\$8,009,200	\$8,170,651
Other Financing Uses					
Transfers Out	1,897,998	1,580,271	1,533,732	1,672,363	1,230,556
Total Other Financing Uses	\$1,897,998	\$1,580,271	\$1,533,732	\$1,672,363	\$1,230,556
Total Expenditures & Other Financing Uses	\$8,100,176	\$9,297,952	\$12,557,633	\$9,681,563	\$9,401,207
Net Change in Fund Balance	\$686,878	\$180,707	\$(3,506,475)	\$(52,353)	\$426,647
<i>Ending Fund Balance</i>	\$4,337,841	\$4,518,548	\$1,012,073	\$959,720	\$1,386,367
Reserves					
Operations Reserve	\$137,357	\$148,521	\$160,184	\$163,413	\$166,681
Capital Reserve	151,596	30,593	0	0	0
Encumbrances	123,333	199,154	0	0	0
Reserved for Natural Areas	3,925,555	4,140,280	851,889	796,307	1,219,685
Total Reserves	\$4,337,841	\$4,518,548	\$1,012,073	\$959,720	\$1,386,367

CULTURAL SERVICES FUND - 273

COMPARATIVE BUDGET STATEMENT

	ACTUAL 2010	ACTUAL 2011	BUDGET 2012	BUDGET 2013	BUDGET 2014
<i>Beginning Fund Balance</i>	\$1,754,454	\$1,975,950	\$1,769,218	\$1,347,665	\$1,359,665
Revenues					
Intergovernmental	60,419	97,159	57,522	0	0
Charges for Service	983,645	1,014,736	2,297,752	2,938,654	2,977,260
Earnings on Investments	26,816	41,284	47,613	21,618	17,529
Miscellaneous	29,850	252,620	551,109	181,242	184,125
Total Revenues	\$1,100,731	\$1,405,799	\$2,953,996	\$3,141,514	\$3,178,914
Other Financing Sources					
Transfers In	1,769,635	1,807,297	1,835,057	964,645	953,212
Total Other Financing Sources	\$1,769,635	\$1,807,297	\$1,835,057	\$964,645	\$953,212
Total Revenues & Other Financing Sources	\$2,870,366	\$3,213,096	\$4,789,053	\$4,106,159	\$4,132,126
Expenditures					
Lincoln Center	1,735,164	2,142,879	3,255,252	3,821,927	3,873,196
Art in Public Places	82,163	156,573	395,899	272,232	270,930
Museum	831,543	770,376	1,438,255	0	0
Total Expenditures	\$2,648,870	\$3,069,828	\$5,089,406	\$4,094,159	\$4,144,126
Other Financing Uses					
Transfers Out	0	350,000	121,200	0	0
Total Other Financing Uses	\$0	\$350,000	\$121,200	\$0	\$0
Total Expenditures & Other Financing Uses	\$2,648,870	\$3,419,828	\$5,210,606	\$4,094,159	\$4,144,126
Net Change in Fund Balance	\$221,496	\$(206,732)	\$(421,553)	\$12,000	\$(12,000)
<i>Ending Fund Balance</i>	\$1,975,950	\$1,769,218	\$1,347,665	\$1,359,665	\$1,347,665
Reserves					
Operations Reserve	\$69,372	\$91,453	\$81,883	\$82,883	\$84,540
Art-in-Public Places	353,497	313,704	174,493	174,493	174,493
Museum Donations	144,468	42,251	0	0	0
Building on Basics (BOB)	421,200	600,424	629,224	629,224	629,224
Capital Projects	200,000	100,000	0	0	0
Encumbrances	9,390	67,219	0	0	0
Unassigned Fund Balance	778,023	554,167	462,065	473,066	459,408
Total Reserves	\$1,975,950	\$1,769,218	\$1,347,665	\$1,359,665	\$1,347,665

2012 Budget as of 1/17/2013

Frozen Appropriations not included in this Fund Statement

RECREATION FUND - 274

COMPARATIVE BUDGET STATEMENT

	ACTUAL 2010	ACTUAL 2011	BUDGET 2012	BUDGET 2013	BUDGET 2014
<i>Beginning Fund Balance</i>	\$2,853,805	\$2,442,051	\$2,160,894	\$1,813,686	\$1,001,686
Revenues					
Operating Grants/Contributions	73,067	38,969	12,660	0	0
Culture, Parks, Rec & Environ	4,548,422	4,764,213	4,973,509	4,902,304	4,962,353
Interest Revenue	39,670	42,797	63,516	25,713	20,849
Security Lending	59	3	0	0	0
Rents	59,677	80,747	68,250	83,250	83,250
Contributions & Donations	63,347	18,125	29,184	5,600	0
Sale of Property	0	208	0	0	0
Non Operating	2,172	924	0	0	0
Other Miscellaneous	1,410	18,375	0	6,000	6,000
Total Revenues	\$4,787,823	\$4,964,361	\$5,147,119	\$5,022,867	\$5,072,452
Other Financing Sources					
Transfers from Funds	1,543,346	864,584	1,156,710	891,363	896,480
Total Other Financing Sources	\$1,543,346	\$864,584	\$1,156,710	\$891,363	\$896,480
Total Revenues & Other Financing Sources	\$6,331,169	\$5,828,945	\$6,303,829	\$5,914,230	\$5,968,932
Expenditures					
Recreation Administration	651,352	642,050	882,226	1,096,451	883,768
Special Revenue Accounts	156,054	106,964	244,502	108,100	102,650
EPIC	1,592,742	1,623,071	1,706,400	1,599,763	1,618,358
Adaptive Recreation	180,366	87,984	210,209	0	0
Mulberry Pool	416,874	249,341	266,964	0	0
City Park Pool	127,913	227,048	218,366	185,763	189,447
Adult Programs & Senior Center	1,487,471	1,256,943	1,318,133	1,273,424	1,297,114
NACC	868,974	715,776	569,735	648,205	648,999
Child Development	158,060	177,623	198,108	243,931	248,205
Sports	738,346	747,114	785,432	787,551	793,138
Farm	271,579	234,027	238,302	283,042	289,253
Recreation Grants	93,192	42,160	12,660	0	0
Total Expenditures	\$6,742,923	\$6,110,102	\$6,651,037	\$6,226,230	\$6,070,932
Other Financing Uses					
Transfers Out	0	0	0	500,000	0
Total Other Financing Uses	\$0	\$0	\$0	\$500,000	\$0
Total Expenditures & Other Financing Uses	\$6,742,923	\$6,110,102	\$6,651,037	\$6,726,230	\$6,070,932
Net Change in Fund Balance	\$(411,754)	\$(281,157)	\$(347,208)	\$(812,000)	\$(102,000)
<i>Ending Fund Balance</i>	\$2,442,051	\$2,160,894	\$1,813,686	\$1,001,686	\$899,686
Reserves					
Operations Reserve	126,808	128,322	124,525	121,419	123,847
Assigned to Programs	332,563	368,991	302,940	302,940	302,940
Unassigned Fund Balance	1,982,680	1,663,581	1,386,221	577,327	472,899
Total Reserves	\$2,442,051	\$2,160,894	\$1,813,686	\$1,001,686	\$899,686

CEMETERIES FUND - 275

COMPARATIVE BUDGET STATEMENT

	ACTUAL 2010	ACTUAL 2011	BUDGET 2012	BUDGET 2013	BUDGET 2014
<i>Beginning Fund Balance</i>	\$468,646	\$509,438	\$561,300	\$461,553	\$405,988
Revenues					
Charges for Service	334,808	382,850	323,000	337,000	347,110
Earnings on Investments	7,108	8,746	10,000	5,043	4,089
Miscellaneous	11,399	13,159	11,900	11,900	11,900
Total Revenues	\$353,315	\$404,755	\$344,900	\$353,943	\$363,099
Other Financing Sources					
Transfers In	256,952	153,337	191,039	169,866	172,699
Total Other Financing Sources	\$256,952	\$153,337	\$191,039	\$169,866	\$172,699
Total Revenues & Other Financing Sources	\$610,267	\$558,092	\$535,939	\$523,809	\$535,798
Expenditures					
Personnel Services	423,573	360,709	406,495	408,878	419,201
Purchased Prof & Tech Services	19,374	7,677	14,992	1,804	1,849
Purchased Property Services	46,207	47,747	45,678	58,035	61,246
Other Purchased Services	20,884	21,437	23,428	29,227	29,238
Supplies	38,743	45,204	39,093	31,430	31,690
Capital Outlay	20,614	20,981	106,000	50,000	50,000
Other	80	2,475	0	0	0
Total Expenditures	\$569,475	\$506,230	\$635,686	\$579,374	\$593,224
Other Financing Uses					
Total Other Financing Uses	\$0	\$0	\$0	\$0	\$0
Total Expenditures & Other Financing Uses	\$569,475	\$506,230	\$635,686	\$579,374	\$593,224
Net Change in Fund Balance	\$40,792	\$51,862	\$(99,747)	\$(55,565)	\$(57,426)
<i>Ending Fund Balance</i>	\$509,438	\$561,300	\$461,553	\$405,988	\$348,562
Reserves					
Operations Reserve	\$11,751	\$10,719	\$11,587	\$11,864	\$12,102
Unassigned Fund Balance	497,687	550,581	449,965	394,123	336,460
Total Reserves	\$509,438	\$561,300	\$461,553	\$405,988	\$348,562

PERPETUAL CARE FUND - 276

COMPARATIVE BUDGET STATEMENT

	ACTUAL 2010	ACTUAL 2011	BUDGET 2012	BUDGET 2013	BUDGET 2014
<i>Beginning Fund Balance</i>	\$1,500,580	\$1,542,334	\$1,593,676	\$1,638,269	\$1,683,124
Revenues					
Charges for Service	46,892	48,900	45,000	45,000	45,000
Earnings on Investments	23,786	26,412	45,000	20,000	20,000
Total Revenues	\$70,678	\$75,312	\$90,000	\$65,000	\$65,000
Total Revenues & Other Financing Sources	\$70,678	\$75,312	\$90,000	\$65,000	\$65,000
Expenditures					
Perpetual Care	435	1,025	407	145	149
Total Expenditures	\$435	\$1,025	\$407	\$145	\$149
Other Financing Uses					
Transfers Out	28,489	22,945	45,000	20,000	20,000
Total Other Financing Uses	\$28,489	\$22,945	\$45,000	\$20,000	\$20,000
Total Expenditures & Other Financing Uses	\$28,924	\$23,970	\$45,407	\$20,145	\$20,149
Net Change in Fund Balance	\$41,754	\$51,342	\$44,593	\$44,855	\$44,851
<i>Ending Fund Balance</i>	\$1,542,334	\$1,593,676	\$1,638,269	\$1,683,124	\$1,727,975
Reserves					
Operations Reserve	\$908	\$908	\$403	\$403	\$411
Unassigned Fund Balance	1,541,426	1,592,768	1,637,866	1,682,721	1,727,564
Total Reserves	\$1,542,334	\$1,593,676	\$1,638,269	\$1,683,124	\$1,727,975

2012 Budget as of 1/18/2013

Frozen Appropriations not included in this Fund Statement

MUSEUM FUND - 277

COMPARATIVE BUDGET STATEMENT

	ACTUAL 2010	ACTUAL 2011	BUDGET 2012	BUDGET 2013	BUDGET 2014
<i>Beginning Fund Balance</i>	\$0	\$0	\$0	\$0	\$0
Revenues					
Miscellaneous	0	0	0	250,000	250,000
Total Revenues	\$0	\$0	\$0	\$250,000	\$250,000
Other Financing Sources					
Transfers In	0	0	0	931,420	946,048
Total Other Financing Sources	\$0	\$0	\$0	\$931,420	\$946,048
Total Revenues & Other Financing Sources	\$0	\$0	\$0	\$1,181,420	\$1,196,048
Expenditures					
Museum	0	0	0	1,181,420	1,196,048
Total Expenditures	\$0	\$0	\$0	\$1,181,420	\$1,196,048
Total Expenditures & Other Financing Uses	\$0	\$0	\$0	\$1,181,420	\$1,196,048
Net Change in Fund Balance	\$0	\$0	\$0	\$0	\$0
<i>Ending Fund Balance</i>	\$0	\$0	\$0	\$0	\$0

Note: This statement does not include any fund balance that may be transferred from the Cultural Services Fund.

TRANSIT SERVICES FUND - 290

COMPARATIVE BUDGET STATEMENT

	ACTUAL 2010	ACTUAL 2011	BUDGET 2012	BUDGET 2013	BUDGET 2014
<i>Beginning Fund Balance</i>	\$2,662,854	\$1,912,031	\$2,375,796	\$1,995,923	\$1,936,686
Revenues					
Operating Grants/Contributions	1,325,691	3,981,614	3,066,880	3,191,004	3,047,169
Capital Grants/Contributions	1,966,819	2,339,011	3,974,220	500,000	500,000
Other Intergovernmental	69,009	108,914	526,811	0	0
Transportation	727,045	731,895	737,094	794,324	845,699
Interest Revenue	35,356	29,925	45,075	20,517	16,635
Security Lending	38	2	0	0	0
Rents	580	0	63,273	0	0
Contributions & Donations	25	0	0	0	0
Sale of Property	14,822	0	0	0	0
Other Miscellaneous	17,570	18,782	30,400	18,500	18,500
Total Revenues	\$4,156,955	\$7,210,142	\$8,443,753	\$4,524,345	\$4,428,003
Other Financing Sources					
Transfers from Funds	5,116,400	5,028,479	5,011,162	5,573,818	6,895,479
Total Other Financing Sources	\$5,116,400	\$5,028,479	\$5,011,162	\$5,573,818	\$6,895,479
Total Revenues & Other Financing Sources	\$9,273,355	\$12,238,621	\$13,454,915	\$10,098,163	\$11,323,482
Expenditures					
Salaries & Wages	3,648,036	3,569,467	4,141,309	4,192,798	4,502,379
Benefits	1,180,477	1,002,966	1,250,614	1,254,844	1,327,649
Other Personnel Costs	398	1,105	0	0	0
Professional & Technical	801,670	908,546	716,196	1,323,294	1,398,633
Governmental Services	58,098	740,694	0	0	0
Other Prof & Tech Services	57,467	5,246	160,730	2,500	162,880
Utility Services	91,751	97,520	127,478	100,917	119,853
Cleaning Services	1,900	1,520	3,073	1,637	1,637
Repair & Maintenance Services	1,305,652	1,324,373	584,165	1,533,629	1,668,944
Rental Services	0	0	1,164,019	0	0
Insurance, Non Emp Benefits	105,133	115,646	142,253	135,479	310,479
Communication Services	47,947	58,701	91,809	64,700	68,330
Internal Admin Services	9,346	3,521	3,409	1,076	1,093
Employee Travel	2,853	9,530	13,939	10,250	10,250
Other Purchased Services	123,809	77,045	126,833	93,050	93,050
Vehicle & Equipment Supplies	600,880	688,877	938,238	817,163	851,828
Land & Building Maint Supplies	0	98	0	0	0
Office & Related Supplies	10,416	37,799	11,693	15,250	15,250
Other Supplies	45,033	35,073	50,030	42,893	44,675
Infrastructure	187,839	90,931	0	0	0
Vehicles & Equipment	1,630,986	2,609,504	2,434,000	564,920	564,812
Other Capital Outlay	114,162	167,158	1,875,000	3,000	100,000
Bad Debt Expense	327	865	0	0	0
Other	0	76,148	0	0	0
Total Expenditures	\$10,024,177	\$11,622,330	\$13,834,788	\$10,157,400	\$11,241,742
Other Financing Uses					
Transfers to Funds	0	152,525	0	0	0
Total Other Financing Uses	\$0	\$152,525	\$0	\$0	\$0
Total Expenditures & Other Financing Uses	\$10,024,177	\$11,774,855	\$13,834,788	\$10,157,400	\$11,241,742
Net Change in Fund Balance	-\$750,823	\$463,765	-\$379,873	-\$59,237	\$81,740
<i>Ending Fund Balance</i>	\$1,912,031	\$2,375,796	\$1,995,923	\$1,936,686	\$2,018,426

STREET OVERSIZING FUND - 291

COMPARATIVE BUDGET STATEMENT

	ACTUAL 2010	ACTUAL 2011	BUDGET 2012	BUDGET 2013	BUDGET 2014
<i>Beginning Fund Balance</i>	\$2,610,410	\$4,725,459	\$5,165,832	\$3,660,006	\$3,660,006
Revenues					
Charges for Service	2,121,165	1,441,107	1,895,000	2,084,500	2,501,400
Earnings on Investments	73,774	93,456	73,573	55,267	44,811
Miscellaneous	77,605	26,276	792,510	100,000	100,000
Total Revenues	\$2,272,544	\$1,560,838	\$2,761,083	\$2,239,767	\$2,646,211
Other Financing Sources					
Other Financing Sources	0	3,878	0	0	0
Transfers In	389,050	378,699	378,730	361,617	224,028
Total Other Financing Sources	\$389,050	\$382,577	\$378,730	\$361,617	\$224,028
Total Revenues & Other Financing Sources	\$2,661,594	\$1,943,415	\$3,139,813	\$2,601,384	\$2,870,239
Expenditures					
Personnel Services	306,607	186,137	422,430	235,194	239,395
Purchased Prof & Tech Services	501	345	93,200	94,700	94,700
Purchased Property Services	11,500	934	80,730	77,476	77,710
Other Purchased Services	208,518	6,021	161,824	153,954	154,256
Supplies	4,360	288	12,460	9,810	9,830
Capital Outlay	280,229	52,091	1,383,038	2,030,250	2,294,348
Total Expenditures	\$811,715	\$245,815	\$2,153,682	\$2,601,384	\$2,870,239
Other Financing Uses					
Transfers Out	-265,170	1,257,228	2,491,957	0	0
Total Other Financing Uses	-\$265,170	\$1,257,228	\$2,491,957	\$0	\$0
Total Expenditures & Other Financing Uses	\$546,545	\$1,503,043	\$4,645,639	\$2,601,384	\$2,870,239
Net Change in Fund Balance	\$2,115,049	\$440,372	\$(1,505,826)	\$0	\$0
<i>Ending Fund Balance</i>	\$4,725,459	\$5,165,832	\$3,660,006	\$3,660,006	\$3,660,006
Reserves					
Operations Reserve	\$59,562	\$60,933	\$52,028	\$57,405	\$58,553
Capital Reserve	2,320,461	957,470	0	0	0
Unassigned Fund Balance	2,345,436	4,147,429	3,607,978	3,602,601	3,601,453
Total Reserves	\$4,725,459	\$5,165,832	\$3,660,006	\$3,660,006	\$3,660,006

TRANSPORTATION FUND - 292

COMPARATIVE BUDGET STATEMENT

	ACTUAL 2010	ACTUAL 2011	PROJECTED 2012	BUDGET 2013	BUDGET 2014
Beginning Fund Balance	\$12,607,643	\$12,278,764	\$13,220,576	\$13,748,451	\$13,411,247
Revenues					
Taxes	5,609,988	5,816,588	6,595,854	6,348,600	6,347,400
Licenses and Permits	180,497	185,252	184,410	165,000	165,000
Intergovernmental	7,136,522	7,022,578	6,831,778	6,859,323	6,932,308
Charges for Service	5,041,736	4,544,807	6,758,482	6,361,880	5,849,380
Earnings on Investments	168,006	203,724	155,993	120,091	97,371
Miscellaneous	326,629	117,680	112,655	48,480	49,580
Total Revenues	\$18,463,378	\$17,890,630	\$20,639,172	\$19,903,374	\$19,441,039
Other Financing Sources					
Other Financing Sources	0	434,201	560,450	0	0
Transfers In	4,799,997	5,712,698	4,935,765	4,231,424	4,304,410
Total Other Financing Sources	\$4,799,997	\$6,146,899	\$5,496,215	\$4,231,424	\$4,304,410
Total Revenues & Other Financing Sources	\$23,263,375	\$24,037,528	\$26,135,387	\$24,134,798	\$23,745,449
Expenditures					
Comm Dev & Neighborhood Svcs	402,674	387,325	386,711	445,943	456,031
PDT Administration	0	36,000	47,024	0	0
Engineering	1,883,231	1,593,842	3,853,558	2,305,751	2,311,002
Pavement Management Program	7,327,567	7,571,198	7,636,855	7,973,980	8,106,411
Streets	6,111,035	6,819,679	6,069,422	6,029,057	6,172,649
Traffic Operations	3,384,363	3,498,978	4,442,286	4,317,672	3,710,125
Transportation Administration	263,693	122,849	181,053	217,096	219,702
Parking	1,746,485	1,807,582	1,720,158	2,344,643	2,089,555
Transportation Planning	1,065,167	609,490	648,024	477,727	486,744
Total Expenditures	\$22,184,216	\$22,446,944	\$24,985,091	\$24,111,869	\$23,552,219
Other Financing Uses					
Other Financing	86,823	135,391	127,347	254,273	228,435
Transfers Out	1,321,216	513,380	495,074	105,860	101,567
Total Other Financing Uses	\$1,408,039	\$648,771	\$622,421	\$360,133	\$330,002
Total Expenditures & Other Financing Uses	\$23,592,254	\$23,095,715	\$25,607,512	\$24,472,002	\$23,882,221
Net Change in Fund Balance	\$(328,879)	\$941,813	\$527,875	\$(337,204)	\$(136,772)
Ending Fund Balance	\$12,278,764	\$13,220,576	\$13,748,451	\$13,411,247	\$13,274,475
Reserves					
Operations Reserve	476,884	446,366	482,237	471,044	480,465
Civic Center Parking	861,381	750,410	827,123	688,095	609,250
Downtown Parking Plan	159,529	404,912	526,126	241,437	216,317
Fiscal Agent	0	234,093	79,573	0	0
Harmony Maintenance	8,142,940	8,606,581	6,389,507	6,259,644	6,169,495
Capital Projects	673,456	653,358	648,752	648,752	648,752
Encumbrances	606,925	841,794	1,284,058	1,284,058	1,284,058
Bond Principal & Interest	29,985	29,608	0	0	0
Unassigned Fund Balance	1,327,664	1,253,454	3,511,075	3,818,217	3,866,138
Total Reserves	\$12,278,764	\$13,220,576	\$13,748,451	\$13,411,247	\$13,274,475

CAPITAL PROJECTS FUND

GENERAL CAPITAL PROJECTS

2013 - \$6,438,000

2014 - \$1,321,000

Projects typically include streets and transportation projects, construction, repair and maintenance of facilities, community parks projects, and miscellaneous projects. All of these are not included in the City's capital improvement programs funded through dedicated sales and use taxes. General Capital projects are financed through transfers from the appropriate financing fund, bond proceeds, and grant funds deposited directly into the Capital Projects Fund.

0.25 CENT-BUILDING ON BASICS (BOB)

2013 - \$5,057,940

2014 - \$5,380,730

The BOB program was developed to provide funding for the City's general capital needs and replaced the 0.25 cent sales and use tax, which funded the Building Community Choices – Community Enhancement Improvements program that began in 1998 and expired on December 31, 2005. The BOB program includes funding for operation and maintenance needs, for seven years, associated with the proposed projects. The tax went into effect on January 1, 2006, and is due to expire on December 31, 2015.

0.25 CENT-BCC-STREETS AND TRANSPORTATION

2013 - \$1,200,000

2014 - \$0

In 1997, City residents approved the extension of a 0.25 cent sales and use tax (excluding grocery food), to finance projects identified in the Building Community Choices – Street and Transportation Capital Improvement Plan. The extension went into effect on January 1, 1998, and expired on December 31, 2005. Funding for the streets and transportation projects also included a portion of the savings created from a change in the City's policy on vendor fees retained by businesses collecting sales tax on behalf of the City.

This program expired at the end of 2005. In 2005, City residents approved the extension of the 0.25 cent sales and use tax to help finance the City's Pavement Management Program. The extension went into effect on January 1, 2006 and is due to expire on December 31, 2015. The City's Pavement Management Program is an operating program rather than a capital project. Accordingly, the proceeds from the tax are collected in the City's Transportation Fund, where they are used to help fund pavement management activities.

0.25 CENT-BCC-COMMUNITY ENHANCEMENTS

2013 - \$0

2014 - \$0

In 1997, City residents approved the extension of a 0.25 cent sales and use tax (excluding grocery food), to pay for the costs associated with the capital projects identified in the Building Community Choices – Community Enhancements Capital Improvement Plan. The extension went into effect on January 1, 1998, and expired on December 31, 2005. Funding for the community enhancement projects also included a portion of the savings created from a change in the City's policy on vendor fees retained by businesses collecting sales tax on behalf of the City. This program expired at the end of 2005, and was replaced by the Building on Basics ("BOB") Capital Improvement Plan.

0.25 CENT-BCC-NATURAL AREAS AND PARKS

2013 - \$0

2014 - \$0

In 1997, City residents approved the extension of a 0.25 cent sales and use tax (excluding grocery food), to finance projects identified in the Building Community Choices – Natural Areas and Parks Capital Improvement Plan. The extension went into effect on January 1, 1998, and expired on December 31, 2005. Funding for the natural areas and parks also included a portion of the savings created from a change in the City’s policy on vendor fees retained by businesses collecting sales tax on behalf of the City.

This program expired at the end of 2005. In 2002, City residents approved the extension of the 0.25 cent sales and use tax to acquire, operate and maintain open spaces, community separators, natural areas, wildlife habitat, riparian areas, wetlands and valued agricultural lands to provide for the appropriate use and enjoyment of the lands, through land conservation projects. The extension went into effect on January 1, 2006 and is due to expire on December 31, 2030. Natural Areas programming, funded by the 0.25 sales & use tax, is budgeted in the City’s Natural Areas Fund.

Capital Projects Fund - 400

General Capital Projects

	ACTUAL 2010	ACTUAL 2011	BUDGET 2012	BUDGET 2013	BUDGET 2014
Beginning Fund Balance	\$1,711,993	\$1,148,121	\$438,152	\$219,028	\$219,028
Revenues					
Intergovernmental	1,665,307	2,031,721	17,998,792	0	0
Earnings on Investments	121,915	93,570	51,020	0	0
Contributions	0	1,281,959	19,903	0	0
Miscellaneous	14,354	133	0	0	0
Project Savings/Closures/Correction	49,859	(59,894)	0	0	0
Total Revenues	1,851,435	3,347,489	18,069,715	0	0
Other Financing Sources					
Transfers from:					
General Fund	537,940	3,040,000	0	1,000,000	800,000
BCC - Community Enhancements Balance	0	0	0	2,663,000	312,000
BCC - Streets & Transportation Capital	0	0	400,000	0	0
Capital Expansion Fund	0	0	0	2,335,000	209,000
Natural Areas Fund	0	0	22,044	440,000	0
Street Oversizing Fund	1,531,271	1,257,203	1,583,691	0	0
Transportation Services Fund	1,500,000	0	0	0	0
Urban Renewal Authority	0	(2,451,744)	0	0	0
Total Other Financing Sources	3,569,211	1,845,459	2,005,735	6,438,000	1,321,000
Total Revenues & Other Financing Sources	\$5,420,646	\$5,192,948	\$20,075,450	\$6,438,000	\$1,321,000
Expenditures (1)					
Block 32 Redevelopment Master Planning	0	0	0	135,000	109,000
Bryan Bridge Replacement	137,940	0	552,000	0	0
City Bridge Program	300,000	300,000	300,000	500,000	250,000
Downtown Alley Enhancement	1,595,307	940,737	0	0	0
Downtown Poudre River Improvements	0	0	0	175,000	75,000
East Community Park	0	0	0	1,700,000	0
East Harmony Bridge Replacement	1,500,000	(194,211)	(225,000)	0	0
Great Lawn at the Gardents	0	0	0	250,000	0
Green Streets Implementation	0	0	0	0	450,000
Harmony/UPRR Safety & Maintenance	0	0	575,000	0	0
I-25 & SH 392 Interchange & Improvements	70,000	2,640,000	0	100,000	0
I-25 Interchange Design	0	0	0	100,000	0
Integrated Recycling Facility	0	0	0	448,000	237,000
Lemay/Vine Grade Separated Crossing	0	0	0	50,000	0
Mason Corridor (2)	0	0	15,651,456	0	0
Natural Areas Office Building	0	0	0	440,000	0
North College Improvements - Conifer to Willox	0	0	1,426,000	1,940,000	0
North College/East Willox	1,531,271	(1,194,541)	0	0	0
Police Facility	750,000	750,000	289,480	0	0
Railroad Crossing Replacement	100,000	100,000	119,903	100,000	100,000
Shields/Laporte Bridge Repair	0	2,225,932	0	0	0
Soapstone Prairie Improvements	0	0	22,044	0	0
Southeast Community Park	0	0	0	500,000	100,000
Spring Canyon Community Park	0	335,000	0	0	0
Turnberry Rd. Improvements	0	0	1,583,691	0	0
Total Expenditures	5,984,518	5,902,917	20,294,574	6,438,000	1,321,000
Total Expenditures & Other Financing Uses	\$5,984,518	\$5,902,917	\$20,294,574	\$6,438,000	\$1,321,000
Net Change in Fund Balance	(\$563,872)	(\$709,969)	(\$219,124)	\$0	\$0
Ending Fund Balance	\$1,148,121	\$438,152	\$219,028	\$219,028	\$219,028

(1) Actual expenditures shown are the amounts budgeted for the projects.

(2) General City portion of project moved from BCC-Streets and Transportation in 2012.

2012 Budget as of 12/20/2012

CAPITAL PROJECTS FUND - 400

1/4 Cent-Building on Basics (BOB)

	ACTUAL 2010	ACTUAL 2011	BUDGET 2012	BUDGET 2013	BUDGET 2014
Beginning Fund Balance	\$909,166	\$1,318,532	\$119,540	\$786,388	\$1,163,448
Revenues					
Intergovernmental	1,202,000	1,001,000	1,054,000	0	0
Earnings on Investments	237,866	112,481	94,267	100,000	100,000
Contributions	6,323,540	(1,474,128)	685,249	0	0
Revenue received but not appropriated	0	(150)	0	0	0
Total Revenues	7,763,406	(360,797)	1,833,516	100,000	100,000
Other Financing Sources					
Transfers from:					
Sales & Use Tax Fund	5,553,893	5,766,500	6,261,781	6,147,000	6,276,000
General Fund (1)	(450,000)	1,810,000	0	0	0
Cultural Services Fund	200,000	250,000	0	0	0
Natural Areas Fund	273,213	115,113	0	0	0
Recreation Fund	0	0	0	500,000	0
Street Oversizing Fund	(506,229)	0	0	0	0
BCC-Community Enhancements	0	4,335,000	0	0	0
Total Other Financing Sources	5,070,877	12,276,613	6,261,781	6,647,000	6,276,000
Total Revenues & Other Financing Sources	\$12,834,283	\$11,915,816	\$8,095,297	\$6,747,000	\$6,376,000
Capital Expenditures & Administration					
Administrative Charge	21,952	34,914	35,961	45,013	46,363
Fort Collins Museum/Discovery Science Center					
Joint Facility	4,710,129	1,116,365	360,249	0	0
Lincoln Center Renovation	4,663,847	1,214,620	21,200	0	0
Park Upgrades and Enhancements	0	0	0	0	0
Fort Collins Senior Center Expansion	0	0	430,239	3,044,559	2,172,735
Harmony Rd., Seneca to College Ave.	(506,229)	0	0	0	0
Intersection Improvements and Traffic Signals	747,000	0	4,879,000	780,000	0
North College Avenue Improvements	68,218	7,976,671	0	0	0
Timberline Rd., Drake to Prospect-Enhanced	0	0	0	763,368	2,736,632
Bicycle Program Plan Implementation	125,000	130,000	125,000	125,000	125,000
Pedestrian Plan and ADA Improvements	1,380,000	300,000	300,000	300,000	300,000
Total Capital Expenditures & Administration	11,209,917	10,772,570	6,151,649	5,057,940	5,380,730
Other Financing Uses					
Transfers to:					
Transit Services Fund - Replacement Buses (2)	0	383,626	0	0	0
Cultural Services Fund - Facilities Plan (2)	0	0	(21,200)	0	0
General Fund - Police CAD Replacement (2)	0	712,612	0	0	0
Library District - Library Technology (2)	744,000	744,000	744,000	744,000	744,000
Operations & Maintenance (3)					
Fort Collins Museum/Discovery Science Center					
Joint Facility (Cultural Services)	200,000	200,000	200,000	200,000	200,000
Lincoln Center Renovation (Cultural Services)	0	24,000	24,000	24,000	24,000
Park Upgrades and Enhancements	0	0	45,000	45,000	45,000
Police Services CAD Replacement (General)	219,000	219,000	219,000	219,000	219,000
Harmony Rd., Seneca to College Ave. (Transportation)	19,000	19,000	19,000	19,000	0
Intersection Improvements & Traffic Signals (Transport)	5,000	5,000	5,000	5,000	0
North College Avenue Improvements	0	0	0	6,000	6,000
Pedestrian Plan & ADA Improvements (Transportation)	28,000	35,000	42,000	50,000	42,000
Total Other Financing Uses	1,215,000	2,342,238	1,276,800	1,312,000	1,280,000
Total Expenditures & Other Financing Uses	\$12,424,917	\$13,114,808	\$7,428,449	\$6,369,940	\$6,660,730
Net Change in Fund Balance	\$409,366	(\$1,198,992)	\$666,848	\$377,060	(\$284,730)
Ending Fund Balance	\$1,318,532	\$119,540	\$786,388	\$1,163,448	\$878,718

NOTES:

(1) The BOB Capital Fund borrowed funds from the General Fund and paid back \$450,000 in 2010.

(2) Transfers are made to the appropriate fund from the Sales & Use Tax Fund and shown on this statement to record the use of BOB taxes.

Note: Actual expenditures shown are the amounts budgeted for the projects.

2012 Budget as of 12/20/2012

Capital Projects Fund - 400

1/4 Cent-Building Community Choices

Streets and Transportation

	ACTUAL 2010	ACTUAL 2011	BUDGET 2012	BUDGET 2013	BUDGET 2014
<i>Beginning Fund Balance</i>	\$407,615	\$410,268	\$407,779	\$3,190	\$3,190
Revenues					
Intergovernmental	3,788,000	1,320,430	0	0	0
Earnings on Investments	3,239	(2,489)	(4,589)	0	0
Miscellaneous	1,889	0	0	0	0
Total Revenues	3,793,128	1,317,941	(4,589)	0	0
Other Financing Sources					
Transfers from:					
BOB Capital Projects	0	350,000	0	0	0
BCC - Community Enhancements Balance	0	0	0	1,200,000	0
General Fund	0	0	0	0	0
Sales and Use Tax Fund	0	0	0	0	0
Sales and Use Tax Fund - Reserves	0	0	0	0	0
Transit Services Fund	116,525	0	0	0	0
Transportation Services Fund	0	0	0	0	0
Total Other Financing Sources	116,525	350,000	0	1,200,000	0
Total Revenues & Other Financing Sources	\$3,909,653	\$1,667,941	(\$4,589)	\$1,200,000	\$0
Expenditures					
Mason Street Transportation Corridor	3,907,000	1,670,430	0	0	0
Natural Resources Research Center Trail Overpass	0	0	0	1,200,000	0
Pedestrian Plan	0	0	0	0	0
Pavement Management Program	0	0	0	0	0
North College Corridor	0	0	0	0	0
Total Expenditures	3,907,000	1,670,430	0	1,200,000	0
Other Financing Uses					
Transfers to:					
General Capital Projects	0	0	400,000	0	0
Total Other Financing Uses	0	0	400,000	0	0
Total Expenditures & Other Financing Uses	\$3,907,000	\$1,670,430	\$400,000	\$1,200,000	\$0
Net Change in Fund Balance	\$2,653	(\$2,489)	(\$404,589)	\$0	\$0
<i>Ending Fund Balance</i>	\$410,268	\$407,779	\$3,190	\$3,190	\$3,190

Note: Actual expenditures shown are the amounts budgeted for the projects.

Capital Projects Fund - 400

1/4 Cent-Building Community Choices

Community Enhancements

	ACTUAL 2010	ACTUAL 2011	BUDGET 2012	BUDGET 2013	BUDGET 2014
<i>Beginning Fund Balance</i>	\$6,620,766	\$7,064,568	\$3,021,732	\$3,462,508	\$149,508
Revenues					
Earnings on Investments	137,661	96,507	65,776	0	0
Contributions	0	0	375,000	250,000	250,000
Other	(43)	(31,000)	0	0	0
Total Revenues	137,618	65,507	440,776	250,000	250,000
Other Financing Sources					
Transfers from:					
Sales & Use Tax Fund	0	0	0	0	0
Total Other Financing Sources	0	0	0	0	0
Total Revenues & Other Financing Sources	\$137,618	\$65,507	\$440,776	\$250,000	\$250,000
Expenditures					
City/School District Community Projects	0	0	0	0	0
Shields, Horsetooth to Troutman	0	0	0	0	0
Police Building/Land Acquisition	0	0	0	0	0
Northeast Truck Route	0	0	0	0	0
Northeast Truck Route Relocation	0	0	0	0	0
Library Technology	0	0	0	0	0
New Library/Land Acquisition	(66,963)	0	0	0	0
Prospect, Poudre River to Summit View	0	0	0	(300,000)	0
Performing Arts Center/Land Acquisition	(239,221)	0	0	0	0
Taft Hill, Drake Road to Derby	0	(195,657)	0	0	0
EPIC Ice	0	0	0	0	0
Northside Aztlan Center	0	(31,000)	0	0	0
Total Expenditures	(306,184)	(226,657)	0	(300,000)	0
Other Financing Uses					
Transfers to:					
General City Capital Projects	0	0	0	2,663,000	312,000
BCC - Streets & Transportation Project	0	0	0	1,200,000	0
BOB Capital Projects	0	4,335,000	0	0	0
Total Other Financing Uses	0	4,335,000	0	3,863,000	312,000
Total Expenditures & Other Financing Uses	(\$306,184)	\$4,108,343	\$0	\$3,563,000	\$312,000
Net Change in Fund Balance	\$443,802	(\$4,042,836)	\$440,776	(\$3,313,000)	(\$62,000)
<i>Ending Fund Balance</i>	\$7,064,568	\$3,021,732	\$3,462,508	\$149,508	\$87,508

Note: Actual expenditures shown are the amounts budgeted for the projects. A negative amount in project Expenditures represents a project savings or a transfer of the project budget.

Capital Projects Fund - 400 1/4 Cent-Building Community Choices Natural Areas and Parks

	ACTUAL 2010	ACTUAL 2011	BUDGET 2012	BUDGET 2013	BUDGET 2014
<i>Beginning Fund Balance</i>	\$101,151	\$109,427	\$116,306	\$122,083	\$122,083
Revenues					
Other	0	0	0	0	0
Earnings on Investments	8,276	6,879	5,777	0	0
Total Revenues	8,276	6,879	5,777	0	0
Other Financing Sources					
Transfers from:					
Conservation Trust Fund	(7,985)	0	0	0	0
General Fund	(45)	0	0	0	0
Sales & Use Tax Fund	0	0	0	0	0
Total Other Financing Sources	(8,030)	0	0	0	0
Total Revenues & Other Financing Sources	\$246	\$6,879	\$5,777	\$0	\$0
Expenditures					
Natural Areas	0	0	0	0	0
Community Park Improvements	0	0	0	0	0
Community Horticulture Center	(45)	0	0	0	0
Fossil Creek Community Park	(7,985)	0	0	0	0
Regional Trails	0	0	0	0	0
Total Expenditures	(8,030)	0	0	0	0
Net Change in Fund Balance	\$8,276	\$6,879	\$5,777	\$0	\$0
<i>Ending Fund Balance</i>	\$109,427	\$116,306	\$122,083	\$122,083	\$122,083

2012 Budget as of 12/20/2012

DEBT SERVICE AND OTHER FUNDS

252 - GENERAL IMPROVEMENT DISTRICT #1 **2013 - \$193,666**
2014 - \$194,001

The General Improvement District #1 Fund provides for the receipt of revenues, including those derived from the District's mill levy, for the purpose of providing improvements to the District's downtown area.

293 - GENERAL IMPROVEMENT DISTRICT #15 - SKYVIEW **2013 - \$0**
2014 - \$0

The General Improvement District #15 Fund provides for the special improvement district's revenue derived from the District's mill levy, for the purpose of maintaining roads in the Skyview subdivision.

300 - TIMBERLINE/PROSPECT SID #94 FUND **2013 - \$65,534**
2014 - \$63,152

The Timberline/Prospect Special Improvement District #94 Fund provides for the special improvement district's tax revenue and debt payments.

304 - CAPITAL LEASING CORPORATION FUND **2013 - \$4,653,344**
2014 - \$4,630,283

The Capital Leasing Corporation Fund is used for the payment of interest and principal on long term debt for the Civic Center Parking Structure, the Mason Street Office Building, and the off-site Police Building.

700 - EMPLOYEES' RETIREMENT FUND **2013 - \$3,227,950**
2014 - \$3,527,950

The Employees' Retirement Fund is used to account for the general employees' retirement plan.

800 - URBAN RENEWAL AUTHORITY FUND **2013 - \$1,038,682**
2014 - \$1,801,948

The Urban Renewal Authority (URA) Fund provides for the accounting of tax increment revenues received from property taxes on property within the specific Renewal Plan Area(s) and debt proceeds. The debt proceeds are used to fund improvements within the renewal plan area and the property taxes are used to service the debt.

GENERAL IMPROVEMENT DISTRICT 1 - 252 COMPARATIVE BUDGET STATEMENT

	ACTUAL 2010	ACTUAL 2011	BUDGET 2012	BUDGET 2013	BUDGET 2014
<i>Beginning Fund Balance</i>	\$1,153,729	\$1,018,711	\$1,011,377	\$383,251	\$501,877
Revenues					
Property Taxes	239,357	237,596	249,000	273,523	276,258
Shared Revenues	26,218	24,852	28,000	28,000	29,000
Interest Revenue	16,066	17,538	26,179	10,769	8,732
Security Lending	24	1	0	0	0
Other Miscellaneous	0	113	0	0	0
Total Revenues	\$281,665	\$280,101	\$303,179	\$312,292	\$313,990
Total Revenues & Other Financing Sources	\$281,665	\$280,101	\$303,179	\$312,292	\$313,990
Expenditures					
Salaries & Wages	1,295	28,794	15,471	10,634	10,847
Benefits	437	8,653	4,627	4,722	4,844
Professional & Technical	7,975	7,943	31,000	11,500	11,500
Other Prof & Tech Services	26,168	18,970	46,031	6,000	6,000
Utility Services	1,188	1,438	2,500	2,500	2,500
Construction Services	2,705	0	680,000	20,000	20,000
Other Property Services	6,098	0	0	0	0
Internal Admin Services	300	301	310	310	310
Employee Travel	0	4	0	0	0
Other Purchased Services	0	1	0	0	0
Infrastructure	192,030	199,951	128,367	0	0
Rebates & Incentives	35,786	21,379	23,000	23,000	23,000
Total Expenditures	\$273,981	\$287,434	\$931,306	\$78,666	\$79,001
Other Financing Uses					
Transfers to Funds	142,702	0	0	115,000	115,000
Total Other Financing Uses	\$142,702	\$0	\$0	\$115,000	\$115,000
Total Expenditures & Other Financing Uses	\$416,683	\$287,434	\$931,306	\$193,666	\$194,001
Net Change in Fund Balance	-\$135,018	-\$7,334	-\$628,127	\$118,626	\$119,989
<i>Ending Fund Balance</i>	\$1,018,711	\$1,011,377	\$383,251	\$501,877	\$621,866

GID #15 - SKYVIEW - 293 COMPARATIVE BUDGET STATEMENT

	ACTUAL 2010	ACTUAL 2011	BUDGET 2012	BUDGET 2013	BUDGET 2014
<i>Beginning Fund Balance</i>	\$0	\$34,981	\$62,105	\$86,720	\$111,826
Revenues					
Taxes	34,801	26,116	24,615	24,615	24,861
Earnings on Investments	180	1,008	0	491	398
Total Revenues	\$34,981	\$27,124	\$24,615	\$25,106	\$25,259
Total Revenues & Other Financing Sources	\$34,981	\$27,124	\$24,615	\$25,106	\$25,259
Expenditures					
Total Expenditures	\$0	\$0	\$0	\$0	\$0
Total Expenditures & Other Financing Uses	\$0	\$0	\$0	\$0	\$0
Net Change in Fund Balance	\$34,981	\$27,124	\$24,615	\$25,106	\$25,259
<i>Ending Fund Balance</i>	\$34,981	\$62,105	\$86,720	\$111,826	\$137,085

TIMBERLINE/PROSPECT SID #94 - 300 COMPARATIVE BUDGET STATEMENT

	ACTUAL 2010	ACTUAL 2011	BUDGET 2012	BUDGET 2013	BUDGET 2014
<i>Beginning Fund Balance</i>	\$39,773	\$69,141	\$70,308	\$70,826	\$71,165
Revenues					
Interest Revenue	852	615	518	339	275
Assessments	278,694	40,992	102,926	65,534	63,152
Total Revenues	\$279,546	\$41,607	\$103,444	\$65,873	\$63,427
Other Financing Sources					
Total Other Financing Sources	\$0	\$0	\$0	\$0	\$0
Total Revenues & Other Financing Sources	\$279,546	\$41,607	\$103,444	\$65,873	\$63,427
Expenditures					
Other	250,178	40,440	102,926	65,534	63,152
Total Expenditures	\$250,178	\$40,440	\$102,926	\$65,534	\$63,152
Other Financing Uses					
Total Other Financing Uses	\$0	\$0	\$0	\$0	\$0
Total Expenditures & Other Financing Uses	\$250,178	\$40,440	\$102,926	\$65,534	\$63,152
Net Change in Fund Balance	\$29,368	\$1,167	\$518	\$339	\$275
<i>Ending Fund Balance</i>	\$69,141	\$70,308	\$70,826	\$71,165	\$71,440

CAPITAL LEASING CORP FUND - 304 COMPARATIVE BUDGET STATEMENT

	ACTUAL 2010	ACTUAL 2011	BUDGET 2012	BUDGET 2013	BUDGET 2014
<i>Beginning Fund Balance</i>	\$0	\$0	\$0	\$0	\$0
Revenues					
Rents	69,688	69,718	69,688	53,767	55,202
Total Revenues	\$69,688	\$69,718	\$69,688	\$53,767	\$55,202
Other Financing Sources					
Transfers from Funds	5,275,028	5,222,951	5,230,043	4,599,577	4,575,081
Total Other Financing Sources	\$5,275,028	\$5,222,951	\$5,230,043	\$4,599,577	\$4,575,081
Total Revenues & Other Financing Sources	\$5,344,716	\$5,292,669	\$5,299,731	\$4,653,344	\$4,630,283
Expenditures					
Other Prof & Tech Services	2,300	4,310	2,500	2,500	2,500
Other Supplies	36	58	0	0	0
Total Expenditures	\$2,336	\$4,368	\$2,500	\$2,500	\$2,500
Other Financing Uses					
Debt Service	5,342,380	5,288,301	5,297,231	4,650,844	4,627,783
Total Other Financing Uses	\$5,342,380	\$5,288,301	\$5,297,231	\$4,650,844	\$4,627,783
Total Expenditures & Other Financing Uses	\$5,344,716	\$5,292,669	\$5,299,731	\$4,653,344	\$4,630,283
Net Change in Fund Balance	\$0	\$(0)	\$0	\$0	\$0
<i>Ending Fund Balance</i>	\$0	\$0	\$0	\$0	\$0

EMPLOYEES' RETIREMENT FUND - 700

COMPARATIVE BUDGET STATEMENT

	ACTUAL 2010	ACTUAL 2011	BUDGET 2012	BUDGET 2013	BUDGET 2014
<i>Beginning Fund Balance</i>	\$37,302,262	\$39,355,910	\$37,015,380	\$35,706,572	\$34,590,622
Revenues					
General Government	2,100,467	1,345,466	1,300,000	2,010,000	1,920,000
Interest Revenue	3,755,708	-1,194,726	468,000	102,000	83,000
Earnings on Equities	307,829	0	0	0	0
Total Revenues	\$6,164,003	\$150,740	\$1,768,000	\$2,112,000	\$2,003,000
Other Financing Sources					
Total Other Financing Sources	\$0	\$0	\$0	\$0	\$0
Total Revenues & Other Financing Sources	\$6,164,003	\$150,740	\$1,768,000	\$2,112,000	\$2,003,000
Expenditures					
Professional & Technical	35,208	24,052	26,358	27,500	27,500
Other Purchased Services	200	0	0	0	0
Office & Related Supplies	0	0	200	200	200
Other Supplies	0	0	250	250	250
Other	4,074,948	2,467,218	3,050,000	3,200,000	3,500,000
Total Expenditures	\$4,110,356	\$2,491,269	\$3,076,808	\$3,227,950	\$3,527,950
Total Expenditures & Other Financing Uses	\$4,110,356	\$2,491,269	\$3,076,808	\$3,227,950	\$3,527,950
 Net Change in Fund Balance	 \$2,053,648	 -\$2,340,530	 -\$1,308,808	 -\$1,115,950	 -\$1,524,950
<i>Ending Fund Balance</i>	\$39,355,910	\$37,015,380	\$35,706,572	\$34,590,622	\$33,065,672

URA O&M FUND - 800

COMPARATIVE BUDGET STATEMENT

	ACTUAL 2010	ACTUAL 2011	BUDGET 2012	BUDGET 2013	BUDGET 2014
<i>Beginning Fund Balance</i>	(\$1,588,286)	(\$4,651,974)*	(\$6,778,442)	(\$9,387,266)	(\$9,155,393)
Revenues					
Property Taxes	492,625	524,486	913,815	1,176,789	1,198,915
Interest Revenue	54,013	146,154	109,500	93,766	90,590
Total Revenues	\$546,639	\$670,640	\$1,023,315	\$1,270,555	\$1,289,505
Other Financing Sources					
Transfers from Funds	0	1,230,605	0	0	0
Total Other Financing Sources	\$0	\$1,230,605	\$0	\$0	\$0
Total Revenues & Other Financing Sources	\$546,639	\$1,901,245	\$1,023,315	\$1,270,555	\$1,289,505
Expenditures					
Personnel Services	182,480	172,182	147,843	151,146	154,825
Purchased Prof & Tech Services	3,807	5,919	65,696	75,945	100,945
Purchased Property Services	638,097	3,624,265	0	86	92
Other Purchased Services	2,980	5,854	1,904	6,050	6,050
Supplies	2,137	1,555	1,400	1,400	1,400
Other	4,203,939	217,938	0	0	0
Total Expenditures	\$5,033,440	\$4,027,713	\$216,843	\$234,627	\$263,312
Other Financing Uses					
Other Financing	235,623	0	645,296	804,055	1,538,636
Transfers Out	2,545,204	0	2,770,000	0	0
Total Other Financing Uses	\$2,780,827	\$0	\$3,415,296	\$804,055	\$1,538,636
Total Expenditures & Other Financing Uses	\$7,814,267	\$4,027,713	\$3,632,139	\$1,038,682	\$1,801,948
Net Change in Fund Balance	(\$7,267,628)	(\$2,126,468)	(\$2,608,824)	\$231,873	(\$512,443)
<i>Ending Fund Balance</i>	(\$8,855,914)	(\$6,778,442)	(\$9,387,266)	(\$9,155,393)	(\$9,667,836)

* In 2011, Finance revised the Urban Renewal Authority's net asset and fund balance as of December 31, 2010.

ENTERPRISE FUNDS

500 - GOLF FUND

2013 - \$2,884,456

2014 - \$2,927,636

The Golf Fund provides maintenance, operations, and total management of City Park Nine, Collindale, and SouthRidge Golf Courses. This includes contractual management of the three golf professionals as well as the snack bar/restaurant concessionaires.

501 - LIGHT & POWER FUND

2013 - \$119,499,296

2014 - \$124,829,968

The Light & Power Utility is the City's municipally owned public electric utility. Light and Power has several programs designed to make effective and efficient use of available energy resources. The Utility strives to provide the lowest possible electric rates for its customers -- residents and businesses of Fort Collins. Included in the budget amounts is Light & Power capital projects; \$681,129 in 2013 and \$475,000 in 2014.

502 - WATER FUND

2013 - \$32,791,602

2014 - \$34,555,013

This Utility provides services relating to the processing and distribution of the City's water supply, including management, operation, and maintenance of water mains, valves, hydrants, and meters. The Water Utility processes water received from the Cache la Poudre River and Horsetooth Reservoir to meet federal and state drinking water standards. Included in the Budget amounts is Water capital projects; \$6,821,124 in 2013 and \$7,918,935 in 2014.

503 - WASTEWATER FUND

2013 - \$22,439,470

2014 - \$21,165,275

The Wastewater Utility provides the City's utility customers with all the services associated with the operation and maintenance of a wastewater treatment and pollution control system. The City's wastewater system consists of two treatment plants, a pollution control laboratory, and a resource recovery farm for sludge disposal. Included in the Budget amounts is Wastewater capital projects; \$4,006,100 in 2013 and \$4,236,357 in 2014.

504 - STORMWATER FUND

2013 - \$13,847,553

2014 - \$14,045,707

The Stormwater Utility is involved in the operation, maintenance, and construction of the City's storm drainage network and assesses the future needs of this network. Included in the budget amounts is Stormwater capital projects; \$3,132,333 in 2013 and \$3,118,970 in 2014.

GOLF FUND - 500

COMPARATIVE BUDGET STATEMENT

	ACTUAL 2010	ACTUAL 2011	BUDGET 2012	BUDGET 2013	BUDGET 2014
Beginning Fund Balance	\$4,625,705	\$4,728,446	\$4,796,246	\$5,208,719	\$5,566,398
Revenues					
Charges for Service	2,658,924	2,648,723	2,958,000	2,805,000	2,846,000
Earnings on Investments	3,782	8,021	10,000	3,330	2,700
Miscellaneous	24,549	31,595	40,000	34,500	34,500
Total Revenues	\$2,687,255	\$2,688,339	\$3,008,000	\$2,842,830	\$2,883,200
Other Financing Sources					
Other Financing Sources	0	164,244	77,382	0	0
Transfers In	0	6,000	0	0	0
Total Other Financing Sources	\$0	\$170,244	\$77,382	\$0	\$0
Total Revenues & Other Financing Sources	\$2,687,255	\$2,858,583	\$3,085,382	\$2,842,830	\$2,883,200
Expenditures					
Personnel Services	1,101,347	1,149,072	1,130,338	1,202,730	1,231,146
Purchased Prof & Tech Services	208,071	214,732	224,877	247,011	253,617
Purchased Property Services	301,156	319,198	324,294	343,079	353,199
Other Purchased Services	194,356	199,916	207,797	207,807	178,651
Supplies	255,539	307,239	292,678	330,189	339,870
Capital Outlay	78,553	159,277	77,382	0	0
Other	281,980	270,647	227,377	50,000	50,000
Total Expenditures	\$2,421,003	\$2,620,081	\$2,484,743	\$2,380,816	\$2,406,483
Other Financing Uses					
Other Financing	551,717	533,032	551,039	468,182	484,650
Transfers Out	72,138	43,117	43,806	35,458	36,503
Total Other Financing Uses	\$623,855	\$576,149	\$594,845	\$503,640	\$521,153
Total Expenditures & Other Financing Uses	\$3,044,858	\$3,196,230	\$3,079,588	\$2,884,456	\$2,927,636
Capital Expenses	(68,429)	159,277	(77,382)	0	0
Principal Payments	(237,806)	(405,448)	(406,679)	(399,305)	(425,676)
Net Debt Proceeds	(154,109)	(159,276)	77,382	0	0
Depreciation	0	0	0	0	0
Net Adjustments to GAAP	(\$460,344)	(\$405,447)	(\$406,679)	(\$399,305)	(\$425,676)
Net Change in Fund Balance	\$102,741	\$67,800	\$412,473	\$357,679	\$381,240
Ending Fund Balance	\$4,728,446	\$4,796,246	\$5,208,719	\$5,566,398	\$5,947,638
Reserves					
Net Assets Invested in Capital	4,250,328	4,388,224	4,794,903	5,194,208	5,619,884
Operations Reserve	45,621	47,695	47,616	48,130	49,092
Unrestricted	432,497	360,327	366,200	324,060	278,662
Total Reserves	\$4,728,446	\$4,796,246	\$5,208,719	\$5,566,398	\$5,947,638

LIGHT & POWER FUND - 501

COMPARATIVE BUDGET STATEMENT

	ACTUAL 2010	ACTUAL 2011	BUDGET 2012	BUDGET 2013	BUDGET 2014
Beginning Fund Balance	\$160,167,472	\$161,387,298	\$166,743,961	\$177,129,273	\$185,011,443
Revenues					
Operating Grants/Contributions	75,300	42,157	0	0	0
Capital Grants/Contributions	2,750,997	4,924,440	0	0	0
Other Intergovernmental	203,365	328,969	241,849	242,000	242,000
General Government	41,812	0	0	0	0
Light and Power	93,165,407	99,656,563	106,693,911	109,235,769	113,794,095
Interest Revenue	744,510	829,333	735,812	507,000	411,000
Security Lending	927	66	0	0	0
Other Earnings on Investments	23,386	19,948	16,338	12,500	8,500
Contributions & Donations	1,635,978	1,809,258	1,906,816	1,801,000	1,804,500
Sale of Property	106,822	49,713	0	0	0
Non Operating	851,441	863,114	647,832	789,600	789,600
Other Miscellaneous	329,226	505,174	612,147	559,000	559,000
Total Revenues	\$99,929,172	\$109,028,735	\$110,854,705	\$113,146,869	\$117,608,695
Other Financing Sources					
Proceeds of Debt Issuance	16,500,000	0	0	0	0
Other Financing Sources	0	34,794	0	0	0
Transfers from Funds	120,061	127,495	0	86,148	87,888
Total Other Financing Sources	\$16,620,061	\$162,288	\$0	\$86,148	\$87,888
Total Revenues & Other Financing Sources	\$116,549,233	\$109,191,024	\$110,854,705	\$113,233,017	\$117,696,583
Expenditures					
Light & Power Operations	14,035,401	14,923,140	7,267,848	8,001,652	8,443,903
L&P Payments and Transfers	11,782,556	11,484,378	13,176,567	13,318,919	13,752,868
L&P Purchase of Power	65,840,330	71,513,728	78,051,087	81,295,555	85,505,690
L&P System Additions	7,379,676	6,105,515	9,535,025	8,881,147	9,325,938
L&P Capital Projects	4,514,325	2,934,228	725,000	683,129	479,750
L&P Energy Services	3,437,297	2,742,191	5,930,866	5,324,247	5,330,697
L&P Operating Grants	2,717,297	2,942,593	0	0	0
L&P Capital Grants	1,195,696	4,955,372	0	0	0
Total Expenditures	\$110,902,578	\$117,601,145	\$114,686,393	\$117,504,649	\$122,838,846
Other Financing Uses					
Other Financing	90,130	1,643,330	2,034,865	1,994,647	1,991,122
Total Other Financing Uses	\$90,130	\$1,643,330	\$2,034,865	\$1,994,647	\$1,991,122
Total Expenditures & Other Financing Uses	\$110,992,708	\$119,244,475	\$116,721,258	\$119,499,296	\$124,829,968
Adjustments to GAAP					
Depreciation/Amortization	0	0	7,100,000	7,400,000	7,400,000
Capital Expenses	(12,163,301)	(13,995,115)	(10,260,025)	(9,564,276)	(9,805,688)
Net Debt Proceeds	16,500,000	0	0	0	0
Prior Year Appropriations/ Revenues	0	0	(11,265,403)	(9,540,104)	0
Bond Principal	0	(1,415,000)	(1,455,000)	(1,490,000)	(1,520,000)
Projected AMI Savings	0	0	(371,436)	(954,069)	(1,933,750)
Net Adjustments to GAAP	4,336,699	(15,410,115)	(16,251,864)	(14,148,449)	(5,859,438)
Net Change in Fund Balance	\$1,219,826	\$5,356,663	\$10,385,312	\$7,882,170	\$(1,273,947)
Ending Fund Balance	\$161,387,298	\$166,743,961	\$177,129,273	\$185,011,443	\$183,737,496
<i>*NOTE: Ending fund balance includes non-liquid assets.</i>					
Working Capital Reserve					
Operations Reserve	2,817,380	2,815,427	2,082,387	2,131,536	2,195,200
Art in Public Places	716,700	672,115	672,115	672,115	672,115
Capital Reserve	18,820,176	17,663,116	10,668,508	10,668,508	10,668,508
Available Reserve	22,782,428	22,917,454	22,304,413	14,587,715	7,488,247
Total Reserves	\$45,136,684	\$44,068,112	\$35,727,423	\$28,059,874	\$21,024,070

WATER FUND - 502

COMPARATIVE BUDGET STATEMENT

	ACTUAL 2010	ACTUAL 2011	REVISED 2012	BUDGET 2013	BUDGET 2014
Beginning Fund Balance	\$240,702,357	\$245,658,578	\$252,725,008	\$255,604,963	\$258,520,225
Revenues					
Water	24,228,060	24,100,618	25,655,317	26,553,614	27,569,551
Interest Revenue	1,025,328	1,116,968	960,981	682,313	553,227
Security Lending	1,461	88	0	0	0
Other Earnings on Investments	0	61,350	0	136,330	116,516
Rents	26,248	54,288	0	50,000	50,000
Contributions & Donations	1,720,544	3,612,394	1,398,567	1,530,412	1,363,213
Sale of Property	23,979	23,109	0	0	0
Non Operating	88,986	63,085	0	56,000	56,000
Other Miscellaneous	170,231	171,949	360,026	94,636	96,275
Total Revenues	\$27,284,837	\$29,203,848	\$28,374,891	\$29,103,305	\$29,804,782
Other Financing Sources					
Other Financing Sources	0	13,294	1,091,017	545,762	225,701
Transfers from Funds	90,856	92,292	0	0	0
Total Other Financing Sources	\$90,856	\$105,586	\$1,091,017	\$545,762	\$225,701
Total Revenues & Other Financing Sources	\$27,375,693	\$29,309,434	\$29,465,908	\$29,649,067	\$30,030,483
Expenditures					
Water Minor Capital	499,069	599,735	2,988,284	1,878,979	1,844,457
Water Payments and Transfers	11,420,286	10,783,114	6,614,049	6,927,067	7,121,611
Water Conservation	273,262	489,651	805,442	700,482	705,933
Water Trans & Distribution	2,369,234	2,312,706	2,592,403	2,540,828	2,617,652
Water Meter Operations	583,148	618,447	702,586	735,459	862,224
Water Production	4,444,073	4,456,660	6,677,138	6,841,495	7,007,060
Water Quality	897,282	884,098	1,032,973	979,450	1,004,644
Water Resources	1,449,875	1,855,812	2,143,681	2,025,739	2,008,662
Water Capital Projects	5,327,570	6,350,289	6,273,333	6,865,061	7,987,625
Total Expenditures	\$27,263,798	\$28,350,512	\$29,829,888	\$29,494,560	\$31,159,868
Other Financing Uses					
Other Financing	3,697,277	3,591,859	3,683,167	3,297,042	3,395,145
Transfers Out	0	5,537	0	0	0
Total Other Financing Uses	\$3,697,277	\$3,597,396	\$3,683,167	\$3,297,042	\$3,395,145
Total Expenditures & Other Financing Uses	\$30,961,075	\$31,947,908	\$33,513,055	\$32,791,602	\$34,555,013
Adjustments to GAAP					
Depreciation	0	0	5,188,713	5,255,467	5,348,331
Capital Expense	(5,880,343)	(6,950,024)	(9,261,617)	(8,744,040)	(9,832,081)
Bond Principal Expense	(2,661,260)	(2,754,880)	(2,854,198)	(2,569,224)	(2,759,035)
Net Debt Proceeds	0	0	0	0	0
Net Adjustment to GAAP	(8,541,603)	(9,704,904)	(6,927,102)	(6,057,797)	(7,242,785)
Net Change in Fund Balance	\$4,956,221	\$7,066,430	\$2,879,955	\$2,915,262	\$2,718,255
Ending Fund Balance	\$245,658,578	\$252,725,008	\$255,604,963	\$258,520,225	\$261,238,480
Working Capital Reserves					
Principal and Interest	292,490	292,219	214,102	229,920	239,258
Operations	1,389,120	1,474,299	1,327,681	1,378,478	1,434,640
Art in Public Places	892,046	902,646	930,822	946,209	1,014,899
Water Rights	23,491,701	23,634,465	23,564,465	23,319,545	23,100,585
Capital	42,849,320	39,587,150	32,860,345	22,912,527	15,413,012
Ending Working Capital	68,914,677	\$65,890,779	\$58,897,415	\$48,786,679	\$41,202,394

2012 Budget as of 8/21/2012

Frozen Appropriations not included in this Fund Statement

WASTEWATER FUND - 503

COMPARATIVE BUDGET STATEMENT

	ACTUAL 2010	ACTUAL 2011	REVISED 2012	BUDGET 2013	BUDGET 2014
Beginning Fund Balance	\$126,499,546	\$132,864,691	\$137,628,829	\$141,134,953	\$143,173,220
Revenues					
Wastewater	19,130,536	19,019,995	19,930,287	19,450,506	19,524,903
Interest Revenue	412,086	557,293	400,000	342,357	277,587
Security Lending	852	44	0	0	0
Rents	80,770	91,151	0	65,564	67,531
Contributions & Donations	2,441,543	639,193	540,161	555,161	571,367
Sale of Property	32,941	15,598	0	0	0
Non Operating	1,830	821	0	0	0
Other Miscellaneous	66,864	50,574	76,956	22,000	25,000
Total Revenues	\$22,167,422	\$20,374,669	\$20,947,404	\$20,435,588	\$20,466,388
Other Financing Sources					
Other Financing Sources			1,150,000	560,000	
Proceeds of Debt Issuance	4,015,402	0	0	0	0
Transfers from Funds	75,815	77,012	0	0	0
Total Other Financing Sources	\$4,091,217	\$77,012	\$1,150,000	\$560,000	\$0
Total Revenues & Other Financing Sources	\$26,258,639	\$20,451,681	\$22,097,404	\$20,995,588	\$20,466,388
Expenditures					
WW Minor Capital	309,640	512,977	616,332	619,200	604,000
WW Payments and Transfers	8,285,097	7,788,559	4,409,334	4,630,996	4,711,499
WW Trunk and Collection	1,508,287	1,524,335	1,795,472	1,891,570	1,949,827
WW Water Quality	1,082,511	1,081,107	1,235,477	1,183,492	1,213,607
WW Water Reclamation	4,541,880	4,686,942	5,250,565	5,447,994	5,517,273
WW Capital Projects	13,103,651	6,057,583	2,958,334	4,039,663	4,276,221
Total Expenditures	\$28,831,067	\$21,651,503	\$16,265,514	\$17,812,915	\$18,272,427
Other Financing Uses					
Other Financing	7,853,480	3,588,311	4,568,770	4,626,555	2,892,848
Total Other Financing Uses	\$7,853,480	\$3,588,311	\$4,568,770	\$4,626,555	\$2,892,848
Total Expenditures & Other Financing Uses	\$36,684,547	\$25,239,814	\$20,834,284	\$22,439,470	\$21,165,275
Adjustment to GAAP					
Depreciation	0	0	\$4,430,336	4,441,882	4,458,954
Capital Expense	(13,413,279)	(6,570,560)	(3,574,666)	(4,658,863)	(4,880,221)
Bond Principal Expense	(3,377,774)	(2,981,711)	(3,098,674)	(3,265,168)	(1,640,000)
Net Debt Proceeds	0	0	0	0	0
Net Adjustment to GAAP	(16,791,053)	(9,552,271)	(2,243,004)	(3,482,149)	(2,061,267)
Net Change in Fund Balance	\$6,365,145	\$4,764,138	\$3,506,124	\$2,038,267	\$1,362,380
Ending Fund Balance	\$132,864,691	\$137,628,829	\$141,134,953	\$143,173,220	\$144,535,600
Working Capital Reserves					
Principal and Interest	381,741	382,507	380,731	385,546	241,071
Bond Reserve	3,725,886	3,770,227	4,203,436	4,317,798	4,379,870
Operations	1,013,289	1,068,249	972,525	976,245	1,005,533
Art in Public Places	400,541	434,901	441,275	467,668	507,531
Capital	26,783,378	24,672,591	22,642,287	18,115,074	14,502,334
Ending Working Capital	\$32,304,835	\$30,328,475	\$28,640,254	\$24,262,331	\$20,636,339

2012 Budget as of 8/21/2012

Frozen Appropriations not included in this Fund Statement

STORMWATER FUND - 504

COMPARATIVE BUDGET STATEMENT

	ACTUAL 2010	ACTUAL 2011	BUDGET 2012	BUDGET 2013	BUDGET 2014
Beginning Fund Balance	\$78,733,337	\$84,342,524	\$89,986,680	\$96,567,169	\$102,832,806
Revenues					
Non-Bus Licenses & Permits	1,125	900	989	0	0
Operating Grants/Contributions	7,301	1,845	0	0	0
Capital Grants/Contributions	45,412	0	487,500	0	0
Stormwater	13,858,322	13,922,670	13,907,929	13,853,000	13,974,000
Interest Revenue	296,921	245,847	270,283	149,000	121,000
Security Lending	231	18	0	0	0
Other Earnings on Investments	0	5,732	0	0	0
Contributions & Donations	358,325	434,098	171,624	379,000	379,000
Sale of Property	28,259	-13,598	0	-19,000	-19,000
Other Miscellaneous	16,026	58,053	11,147	20,000	20,000
Total Revenues	\$14,611,922	\$14,655,566	\$14,849,472	\$14,382,000	\$14,475,000
Other Financing Sources					
Other Financing Sources	0	1,218	0	0	0
Transfers from Funds	31,149	31,642	0	32,000	32,000
Total Other Financing Sources	\$31,149	\$32,860	\$0	\$32,000	\$32,000
Total Revenues & Other Financing Sources	\$14,643,071	\$14,688,426	\$14,849,472	\$14,414,000	\$14,507,000
Expenditures					
Stormwater Minor Capital	19,893	262,024	400,000	280,000	280,000
Stormwater Operations	2,527,915	2,821,371	3,023,809	3,161,138	3,248,685
SW Payments and Transfers	4,744,812	4,654,132	3,056,515	2,867,911	2,995,523
SW Capital Projects	3,593,302	5,827,771	4,105,833	3,155,462	3,144,010
Total Expenditures	\$10,885,922	\$13,565,297	\$10,586,157	\$9,464,511	\$9,668,218
Other Financing Uses					
Other Financing	4,173,234	3,579,137	4,127,396	4,168,042	4,162,489
Transfers Out	275,000	546,472	220,000	215,000	215,000
Total Other Financing Uses	\$4,448,234	\$4,125,609	\$4,347,396	\$4,383,042	\$4,377,489
Total Expenditures & Other Financing Uses	\$15,334,156	\$17,690,906	\$14,933,553	\$13,847,553	\$14,045,707
Adjustments to GAAP					
Depreciation	0	0	2,114,991	2,200,000	2,200,000
Principal Payments	(2,682,500)	(2,563,972)	(2,895,000)	(3,085,000)	(3,202,500)
Prior Year Capital Appropriations	0	0	(1,378,728)	(1,378,728)	(1,378,728)
Purchase of Capital Assets	(3,617,772)	(6,082,665)	(4,505,833)	(3,435,462)	(3,424,010)
Net Adjustments to GAAP	(6,300,272)	(8,646,637)	(6,664,570)	(5,699,190)	(5,805,238)
Net Change in Fund Balance	\$5,609,187	\$5,644,157	\$6,580,489	\$6,265,637	\$6,266,531
Ending Fund Balance	\$84,342,524	\$89,986,680	\$96,567,169	\$102,832,806	\$109,099,337
<i>*NOTE: Ending fund balance includes non-liquid assets.</i>					
Working Capital Reserve					
Operations Reserve	711,164	718,099	692,650	698,700	702,194
Art in Public Places	221,165	235,689	243,089	243,089	243,089
Capital Reserve	10,781,798	9,331,747	8,984,225	8,169,028	7,249,853
Debt Service	356,117	350,470	350,470	347,337	346,874
Total Reserves	\$12,070,244	\$10,636,005	\$10,270,434	\$9,458,154	\$8,542,010

2012 Budget as of 1/11/2013

Frozen Appropriations not included in this Fund Statement

INTERNAL SERVICE FUNDS

601 - EQUIPMENT FUND

2013 - \$10,706,119

2014 - \$11,401,965

The Equipment Fund is used to account for the operation and maintenance, and acquisition, of certain City equipment such as vehicles, trucks, and other major equipment purchases. The Equipment Fund is within the Internal Services area.

602 - SELF INSURANCE FUND

2013 - \$3,251,406

2014 - \$3,258,837

The Self Insurance Fund provides for protection against losses involving City property, equipment and personnel using a combination of risk transfer (insurance coverage) and risk retention (self insurance). The Self Insurance Fund is within the Financial Services area.

603 - DATA & COMMUNICATIONS FUND

2013 - \$8,310,682

2014 - \$7,412,486

The Data and Communications Fund provides for the acquisition, operation, and maintenance of the City's telephone system, office automation systems, and the City's central information technology functions. The Data and Communications Fund is within the Internal Services area.

604 - BENEFITS FUND

2013 - \$20,923,638

2014 - \$21,905,953

The Benefits Fund provides for the collection of benefit premiums and the payment of medical claims. Benefits include a health insurance program, life insurance, accidental death and dismemberment, vision, dental, long-term disability, and several reimbursement accounts. The Benefits Fund is part of the Internal Services area.

605 - UTILITY CUSTOMER SERVICE & ADMIN. FUND

2013 - \$14,742,067

2014 - \$14,737,536

The Utility Customer Service and Administration Fund provides the four Utility Funds and their customers with management, support services and customer services. The Utility Customer Service and Administration Fund is part of the Utility Services area.

EQUIPMENT FUND - 601

COMPARATIVE BUDGET STATEMENT

	ACTUAL 2010	ACTUAL 2011	BUDGET 2012	BUDGET 2013	BUDGET 2014
Beginning Fund Balance	\$5,080,164	\$4,643,870	\$4,538,361	\$4,712,796	\$5,313,027
Revenues					
Other Intergovernmental	0	0	2,500	0	0
General Government	7,031,300	8,189,864	9,509,656	10,138,821	10,577,487
Interest Revenue	(8,187)	19,023	44,530	11,872	9,626
Security Lending	18	1	0	0	0
Rents	55,275	56,984	50,000	60,000	60,000
Sale of Property	67,843	(9,626)	0	5,000	5,000
Other Miscellaneous	57,489	20,725	500	1,000	1,000
Total Revenues	\$7,203,739	\$8,276,972	\$9,607,186	\$10,216,693	\$10,653,113
Other Financing Sources					
Proceeds of Debt Issuance	0	1,061,831	684,000	0	0
Other Financing Sources	0	34,229	5,000	65,000	65,000
Transfers from Funds	0	302,108	336,807	424,426	683,852
Total Other Financing Sources	\$0	\$1,398,168	\$1,025,807	\$489,426	\$748,852
Total Revenues & Other Financing Sources	\$7,203,739	\$9,675,140	\$10,632,993	\$10,706,119	\$11,401,965
Expenditures					
Personnel Services	2,462,551	2,472,144	2,649,610	2,705,267	2,701,127
Purchased Prof & Tech Services	28,441	47,208	116,455	93,298	94,648
Purchased Property Services	988,859	1,178,107	1,500,806	1,410,168	1,505,843
Other Purchased Services	56,618	60,265	87,565	70,532	73,037
Supplies	3,360,703	4,156,963	5,125,917	5,428,889	5,826,271
Capital Outlay	141,244	478,626	1,267,400	362,467	347,521
Other	716,893	709,341	132,612	247,272	248,366
Total Expenditures	\$7,755,309	\$9,102,652	\$10,880,365	\$10,317,893	\$10,796,813
Other Financing Uses					
Other Financing	230,715	237,483	336,807	388,226	605,152
Total Other Financing Uses	\$230,715	\$237,483	\$336,807	\$388,226	\$605,152
Total Expenditures & Other Financing Uses	\$7,986,024	\$9,340,135	\$11,217,172	\$10,706,119	\$11,401,965
Adjustments to GAAP					
Capital Expenses	(130,146)	(405,534)	(1,267,400)	(362,467)	(347,521)
Principal Payments	(215,845)	(215,784)	(279,214)	(349,764)	(551,519)
Net Debt Proceeds	0	1,061,831	684,000	0	0
Depreciation	0	0	104,000	112,000	111,720
Net Adjustment to GAAP	(345,991)	440,513	(758,614)	(600,231)	(787,320)
Net Change in Fund Balance	\$(436,294)	\$(105,508)	\$174,435	\$600,231	\$787,320
Ending Fund Balance	\$4,643,870	\$4,538,361	\$4,712,796	\$5,313,027	\$6,100,347
Reserves					
Net Assets Invested in Capital	3,309,591	2,136,047	3,299,447	3,549,914	3,785,715
Operations Reserve	183,102	191,811	206,358	215,936	220,255
Equipment Replacement	0	941,969	556,269	704,966	853,663
Fiscal Agent	0	658,278	93,578	0	0
Unassigned Fund Balance	1,151,177	610,256	557,144	842,211	1,240,714
Total Reserves	\$4,643,870	\$4,538,361	\$4,712,796	\$5,313,027	\$6,100,347

SELF INSURANCE FUND - 602

COMPARATIVE BUDGET STATEMENT

	ACTUAL 2010	ACTUAL 2011	BUDGET 2012	BUDGET 2013	BUDGET 2014
<i>Beginning Fund Balance</i>	\$2,351,088	\$2,993,466	\$2,549,606	\$2,520,165	\$1,958,928
Revenues					
General Government	2,217,973	2,833,109	3,063,815	3,147,538	3,147,538
Interest Revenue	84,872	71,739	153,964	42,631	34,565
Security Lending	121	6	0	0	0
Other Miscellaneous	7,934	7,238	0	-500,000	-500,000
Total Revenues	\$2,310,900	\$2,912,092	\$3,217,779	\$2,690,169	\$2,682,103
Other Financing Sources					
Total Other Financing Sources	\$0	\$0	\$0	\$0	\$0
Total Revenues & Other Financing Sources	\$2,310,900	\$2,912,092	\$3,217,779	\$2,690,169	\$2,682,103
Expenditures					
Salaries & Wages	359,918	323,078	321,152	271,583	276,957
Benefits	121,798	98,846	105,233	83,238	86,771
Other Personnel Costs	1,317	1,256	-6,000	0	0
Professional & Technical	73,612	40,215	101,447	271,000	239,250
Other Prof & Tech Services	18,192	19,487	81,500	20,000	20,000
Cleaning Services	1,035	1,905	0	2,000	2,000
Repair & Maintenance Services	2,566	311	0	0	0
Rental Services	0	0	7,700	332	356
Insurance, Non Emp Benefits	987,783	2,742,719	2,498,147	2,131,733	2,157,815
Communication Services	4,386	4,296	5,000	5,616	5,616
Internal Admin Services	3,036	1,986	3,288	676	697
Employee Travel	2,163	3,883	14,800	7,600	8,600
Other Purchased Services	6,998	7,543	1,200	27,675	27,675
Utility Supplies	0	7	0	0	0
Office & Related Supplies	71	2,255	1,000	2,000	2,000
Health & Safety Supplies	31,511	41,266	54,004	186,000	186,000
Other Supplies	54,136	66,898	58,750	66,000	66,000
Total Expenditures	\$1,668,522	\$3,355,951	\$3,247,220	\$3,075,453	\$3,079,737
Other Financing Uses					
Transfers to Funds	0	0	0	175,953	179,100
Total Other Financing Uses	\$0	\$0	\$0	\$175,953	\$179,100
Total Expenditures & Other Financing Uses	\$1,668,522	\$3,355,951	\$3,247,220	\$3,251,406	\$3,258,837
Net Change in Fund Balance	\$642,378	-\$443,859	-\$29,441	-\$561,237	-\$576,734
<i>Ending Fund Balance</i>	\$2,993,466	\$2,549,606	\$2,520,165	\$1,958,928	\$1,382,194

DATA & COMMUNICATIONS FUND - 603

COMPARATIVE BUDGET STATEMENT

	ACTUAL 2010	ACTUAL 2011	BUDGET 2012	BUDGET 2013	BUDGET 2014
<i>Beginning Fund Balance</i>	\$3,683,337	\$3,633,068	\$3,120,452	\$1,558,016	\$1,268,784
Revenues					
General Government	1,612,218	2,081,452	1,344,145	1,589,470	1,593,087
Other Charges for Service	792	994	2,465	0	0
Interest Revenue	50,686	50,728	79,874	32,601	26,433
Security Lending	70	4	0	0	0
Sale of Property	-50,041	0	0	0	0
Total Revenues	\$1,613,725	\$2,133,179	\$1,426,484	\$1,622,071	\$1,619,520
Other Financing Sources					
Proceeds of Debt Issuance	0	703,254	413,585	0	0
Transfers from Funds	5,618,130	5,393,836	5,901,399	6,179,280	5,792,966
Total Other Financing Sources	\$5,618,130	\$6,097,090	\$6,314,984	\$6,179,280	\$5,792,966
Total Revenues & Other Financing Sources	\$7,231,855	\$8,230,269	\$7,741,468	\$7,801,351	\$7,412,486
Expenditures					
Salaries & Wages	2,803,917	2,617,045	3,005,330	3,172,778	3,233,739
Benefits	809,956	674,469	839,161	861,496	893,673
Other Personnel Costs	646	813	28,563	0	0
Professional & Technical	530,703	382,812	874,735	1,111,218	323,359
Other Prof & Tech Services	2,537	55,532	113,566	39,161	39,944
Cleaning Services	1,331	1,389	0	0	0
Repair & Maintenance Services	806,587	1,092,833	1,181,127	1,413,951	1,527,967
Rental Services	0	0	1,910	1,948	1,987
Communication Services	355,664	353,288	660,616	404,730	412,733
Internal Admin Services	20,719	3,986	4,049	2,220	2,285
Employee Travel	129,358	65,970	67,784	88,615	84,618
Other Purchased Services	9,190	7,438	6,734	15,676	15,990
Vehicle & Equipment Supplies	481	638	510	675	689
Office & Related Supplies	1,057,751	1,207,245	1,105,390	567,118	370,146
Health & Safety Supplies	82	32	0	0	0
Other Supplies	15,267	14,145	10,139	6,064	6,185
Infrastructure	28,263	0	0	0	0
Vehicles & Equipment	435,779	1,247,253	1,442,309	411,500	234,355
Total Expenditures	\$7,008,231	\$7,724,886	\$9,341,923	\$8,097,150	\$7,147,670
Other Financing Uses					
Debt Service	0	6,747	0	213,532	264,816
Transfers to Funds	443,000	450,000	0	0	0
Total Other Financing Uses	\$443,000	\$456,747	\$0	\$213,532	\$264,816
Total Expenditures & Other Financing Uses	\$7,451,231	\$8,181,633	\$9,341,923	\$8,310,682	\$7,412,486
Capital Expenses	464,043	-452,004	-451,604	-411,500	-234,355
Principal Payments	0	703,254	413,585	191,401	238,123
Net Debt Proceeds	0	0	0	0	0
Depreciation	-294,936	310,002	0	0	0
Net Adjustments to GAAP	169,107	561,252	-38,019	-220,099	3,768
Net Change in Fund Balance	-\$50,269	-\$512,616	-\$1,562,436	-\$289,232	-\$3,768
<i>Ending Fund Balance</i>	\$3,633,068	\$3,120,452	\$1,558,016	\$1,268,784	\$1,265,016

BENEFITS FUND - 604

COMPARATIVE BUDGET STATEMENT

	ACTUAL 2010	ACTUAL 2011	BUDGET 2012	BUDGET 2013	BUDGET 2014
<i>Beginning Fund Balance</i>	\$9,960,331	\$11,000,199	\$11,949,091	\$10,901,977	\$9,157,009
Revenues					
Charges for Service	20,278,689	19,602,640	21,691,000	19,011,600	20,184,700
Earnings on Investments	168,188	204,716	235,819	123,070	99,786
Miscellaneous	40,000	40,334	40,000	44,000	44,000
Total Revenues	\$20,486,877	\$19,847,690	\$21,966,819	\$19,178,670	\$20,328,486
Total Revenues & Other Financing Sources	\$20,486,877	\$19,847,690	\$21,966,819	\$19,178,670	\$20,328,486
Expenditures					
Personnel Services	600,637	571,972	603,120	675,743	690,723
Purchased Prof & Tech Services	285,436	284,411	282,224	288,500	288,500
Purchased Property Services	1,264	6,905	10,278	7,500	7,510
Other Purchased Services	18,548,711	18,021,631	22,097,862	19,930,845	20,898,170
Supplies	10,961	13,879	20,450	21,050	21,050
Total Expenditures	\$19,447,009	\$18,898,797	\$23,013,933	\$20,923,638	\$21,905,953
Other Financing Uses					
Total Other Financing Uses	\$0	\$0	\$0	\$0	\$0
Total Expenditures & Other Financing Uses	\$19,447,009	\$18,898,797	\$23,013,933	\$20,923,638	\$21,905,953
Net Change in Fund Balance	\$1,039,868	\$948,892	\$(1,047,114)	\$(1,744,968)	\$(1,577,467)
<i>Ending Fund Balance</i>	\$11,000,199	\$11,949,091	\$10,901,977	\$9,157,009	\$7,579,542
Reserves					
Operations Reserve	\$434,042	\$458,989	\$418,473	\$438,119	\$446,881
Reserved for Medical and Dental Claims	10,566,157	11,490,102	10,483,504	8,718,889	7,132,660
Total Reserves	\$11,000,199	\$11,949,091	\$10,901,977	\$9,157,009	\$7,579,542

UTILITY CS&A FUND - 605

COMPARATIVE BUDGET STATEMENT

	ACTUAL 2010	ACTUAL 2011	BUDGET 2012	BUDGET 2013	BUDGET 2014
Beginning Fund Balance	\$4,142,192	\$4,644,286	\$4,382,594	\$3,256,996	\$2,824,855
Revenues					
General Government	13,238,745	11,530,570	14,105,047	13,105,888	13,532,545
Interest Revenue	65,367	74,509	59,528	45,285	38,799
Security Lending	331	5	0	0	0
Sale of Property	-43,056	0	0	0	0
Non Operating	1,009,762	995,351	909,534	960,800	960,800
Other Miscellaneous	0	22,326	21,459	22,000	22,000
Total Revenues	\$14,271,148	\$12,622,762	\$15,095,568	\$14,133,973	\$14,554,144
Other Financing Sources					
Transfers from Funds	125,119	127,096	0	175,953	179,100
Total Other Financing Sources	\$125,119	\$127,096	\$0	\$175,953	\$179,100
Total Revenues & Other Financing Sources	\$14,396,267	\$12,749,858	\$15,095,568	\$14,309,926	\$14,733,244
Expenditures					
Salaries & Wages	5,298,757	5,079,090	5,770,108	6,057,725	6,029,953
Benefits	1,827,965	1,494,541	1,819,616	1,820,800	1,877,479
Other Personnel Costs	13,838	43,034	96,930	-87,316	-73,751
Professional & Technical	2,045,302	1,421,122	1,470,747	1,181,850	1,268,350
Other Prof & Tech Services	93,165	194,085	748,745	176,700	146,720
Utility Services	217,994	203,181	248,674	244,960	250,595
Cleaning Services	113,930	105,353	113,755	108,490	111,210
Repair & Maintenance Services	622,277	690,355	1,231,688	967,315	951,515
Rental Services	204,138	215,986	271,738	233,875	235,950
Other Property Services	0	0	3,060	0	0
Communication Services	345,393	370,393	401,105	406,050	418,758
Internal Admin Services	156,206	100,313	105,091	119,387	122,822
Employee Travel	57,957	50,425	143,450	132,445	133,295
Other Purchased Services	477,205	531,381	540,234	508,517	511,453
Vehicle & Equipment Supplies	82,768	75,551	132,563	87,409	75,973
Land & Building Maint Supplies	28,242	27,477	21,806	24,230	24,570
Utility Supplies	3,346	2,261	1,500	2,100	2,140
Office & Related Supplies	196,705	194,086	301,606	214,351	213,752
Health & Safety Supplies	21,673	25,008	24,433	33,400	33,190
Other Supplies	113,985	95,994	158,845	172,780	169,470
Buildings	25,897	34,790	0	25,000	25,000
Vehicles & Equipment	153,936	356,792	598,388	117,500	937,500
Other Capital Outlay	0	0	100,000	100,000	0
Depreciation	380,649	383,915	0	0	0
Rebates & Incentives	0	855	0	850	850
Other	148	154	201,900	200,000	200,000
Total Expenditures	\$12,481,477	\$11,696,141	\$14,505,981	\$12,848,418	\$13,666,794
Other Financing Uses					
Transfers to Funds	1,571,787	1,609,060	1,725,186	1,814,649	1,706,742
Total Other Financing Uses	\$1,571,787	\$1,609,060	\$1,725,186	\$1,814,649	\$1,706,742
Total Expenditures & Other Financing Uses	\$14,053,263	\$13,305,201	\$16,231,167	\$14,663,067	\$15,373,536
Adjustments to GAAP					
Plus Estimated Depreciation	0	0	405,000	410,000	415,000
Less Purchase of Capital Assets	(159,090)	(293,651)	(415,000)	(331,000)	(1,051,000)
Net Adjustment to GAAP	(159,090)	(293,651)	(10,000)	79,000	(636,000)
Net Change in Fund Balance	\$502,094	(261,692)	(1,125,599)	(432,141)	(4,292)
Ending Fund Balance	\$4,644,286	\$4,382,594	\$3,256,996	\$2,824,855	\$2,820,563
Total Working Capital Reserves	\$3,458,433	\$3,287,005	\$2,151,406	\$1,798,265	\$1,157,973

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City of Fort Collins Debt Position

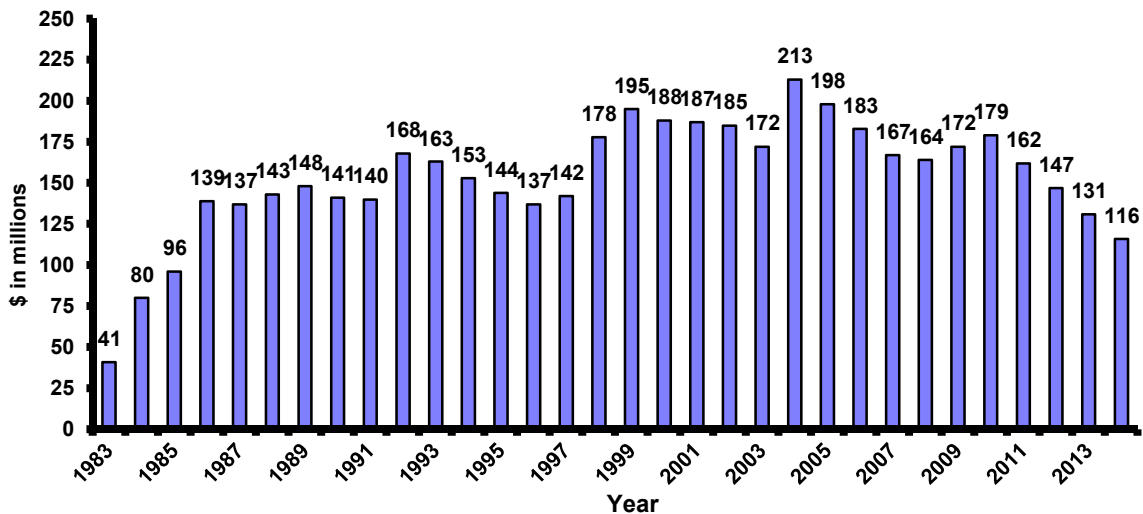
Overview and Debt Financing Principles

The ability to use long-term financing adds flexibility to municipalities. Like many other local governments, Fort Collins uses debt to acquire equipment or build improvements that will provide services or benefits for several years. Sustained growth challenges a local government's ability to construct a wide range of public facilities to meet the service demands of residents. Often, there is a time lag from service demands of growth and the corresponding growth in revenue sources, particularly tax sources.

Communities have three basic choices to meet the demand for public facilities: pay-as-you-go financing, debt financing and public-private ventures. Relying too heavily on any one of the financing options can jeopardize a local government's fiscal health. Over-reliance on one technique may also reduce its ability to respond to changes in economic and demographic conditions. Determining the appropriate combination of financing techniques to meet Fort Collins' needs has been a major challenge for decision-makers.

Between 1970 and 1980, the population of Fort Collins grew at an annual rate of more than four percent. While the pace of growth subsided during the 1980s, it remained at or about three percent per year. In the 1990s, the growth rate has edged lower to about 1.8 percent per year. In response to growth in demand for services, the City used all three financing techniques to finance public facilities. The chart below displays the rapid rise in the total amount of debt in the early 1980s and its later stabilization. The large increase in 1998 and 1999 is due to the debt issued for water and stormwater utility improvements and the downtown civic center projects – the parking structure and new administrative office building. The increase in 2004 is due to the debt issued for funding a new police services building, reconstruction of a transportation facility, and the acquisition of open space in the region under the City natural's areas program.

**Chart 1. City of Fort Collins, Colorado
Outstanding Debt at Year-end 1982-2014**



In addition to the use of debt financing, the City primarily uses the pay-as-you-go financing method in its capital programs. In some instances, the City has also used joint ventures with private developers to provide needed facilities and infrastructure.

Debt financing allows construction of improvements in advance of or as the need arises rather than delaying projects until enough revenue is accumulated. By using debt financing, the costs of the improvements will be more fairly distributed to the users over the expected useful life.

The goal of Fort Collins' debt policy is to maintain the ability to provide high quality essential city services in a cost-effective manner. City officials balance service needs with maintaining the ability to borrow at the lowest possible rates. To soundly finance a project through the issuance of long-term debt, the City uses the following guidelines:

- Revenue sources used to pay off the debt will be based on conservative projections.
- The financing of the improvement will not exceed its useful life.
- The benefits of the improvement must outweigh its costs, including the interest costs of financing.

Through the application of these policies, the Council rigorously tests the demand for debt financing.

While other cities may use debt to cover deficits (annual expenditures greater than annual revenue) and to cover short-term cash flow difficulties, Fort Collins limits debt to essential and necessary capital projects. The two-year budget integrates debt financed projects into the City's capital improvement plan which also includes significant pay-as-you-go projects. The budget links all capital projects to the services that the City has decided to provide to its residents and visitors.

Types of City Debt

The source of authority for debt financing is the City Charter. The Charter lists the following securities to evidence indebtedness:

- Short-term notes
- General obligation securities
- Revenue securities
- Refunding securities
- Tax increment and other securities not in contravention with the Charter.

The following table presents a synopsis of City debt. The table distinguishes between general government (tax supported) debt and debt of City-operated (fee supported) enterprises.

**Table 1. City of Fort Collins, Colorado
Debt Outstanding at Year-end:
Actual 2012; Projected 2013 & 2014**

	<u>Actual 2012</u>	<u>Projected 2013</u>	<u>Projected 2014</u>
Government Debt			
Downtown Development Authority Tax Increment	11,800,000	10,510,000	9,140,000
COPS/ALPS	42,346,223	38,360,288	34,222,199
Capital Leases	3,718,971	2,803,491	1,896,539
Total-Government	<u>\$ 57,865,194</u>	<u>\$ 51,673,779</u>	<u>\$ 45,258,738</u>
Enterprise Fund Debt			
Light and Power Revenue Bonds	13,215,000	11,725,000	10,205,000
Water Revenue Bonds*	17,679,148	15,109,923	12,350,888
Sewer Revenue Bonds	33,025,168	29,760,000	28,120,000
Storm Drainage Revenue Bonds	26,087,500	23,002,500	19,800,000
COPS/ALPS- Golf portion	2,688,777	2,397,712	2,089,801
Capital Leases	207,504	129,265	81,502
Total-Enterprise	<u>\$92,903,097</u>	<u>\$82,124,400</u>	<u>\$72,647,191</u>
Grand Total Debt and Other Obligations	<u>\$150,768,291</u>	<u>\$133,798,179</u>	<u>\$117,905,929</u>

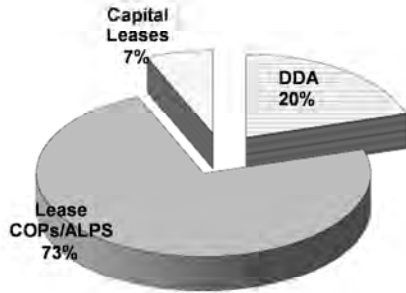
**Includes Subordinate Water Revenue bond dated 12/01/03 issued January 2004.*

The City prefers to use securities supported by specific revenue sources, rather than rely on the pledge of general obligation (property tax supported) debt. In part, this is due to a state constitutional limitation on the amount of general obligation debt. Total general obligation debt, excluding debt for water rights and water treatment facilities, may not exceed 10 percent of the assessed valuation of the property.

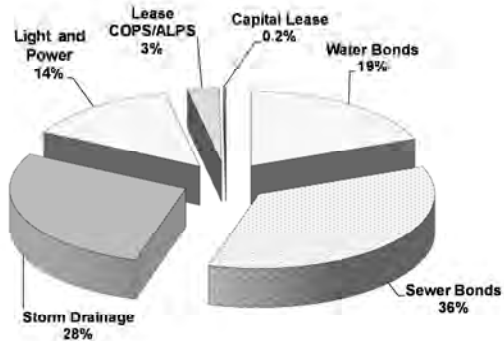
The City does not have any outstanding general obligation debt subject to the state constitution debt limit. This means that the City has conserved its general obligation issuance capacity for future projects to be approved by the voters. The pie charts below graphically display the City's debt structure, emphasizing the large share of enterprise operations as well as the capital program for governmental funds.

Chart 2. City of Fort Collins, Colorado
Total City Debt By Category
2012 Debt & Capital Lease Obligations at Year-end = \$150,768,291

Governmental Funds
\$57,865,194 - 38.4%



Enterprise Funds
\$92,903,097 - 61.6%



As Chart 2 shows, the City uses specific revenue sources to support specific projects. Fees and charges to customers support water and wastewater projects. Customers within specific storm water basins that have improvements constructed therein pay for them through capital fee charges. The Downtown Development Authority debt is payable through the property tax that is assessed on the additional value that has been added since the base year. Sales tax revenue supports several projects that are of more general use. Specific dedicated sales tax revenues approved by the voters are also used to support community projects and the acquisition of open space under the City's natural areas program.

Bond Ratings

To attain the lowest possible interest rates and to be sure it has the widest markets for its bonds, the City obtains a credit rating from the major rating services. The stronger the rating, the lower the interest rate assigned and as a result, a lower cost to taxpayers and users of City services. In some cases, the City may also purchase insurance when the economic analysis shows more benefit than cost. Bond insurance provides additional support for the creditworthiness of the bonds and improves (lowers) the interest costs. The two major rating services are Standard & Poor's and Moody's Investors Service. A comparison of their respective ratings and their meaning is presented in Table 2.

**Table 2. Moody's and Standard & Poor's
Credit Ratings for Municipal Bonds**

<u>Rating</u>		<u>Description</u>
<u>Moody's</u>	<u>Standard & Poor's</u>	
Aaa	AAA	Best quality, extremely strong capacity to pay principal and interest
Aa	AA	High quality, very strong capacity to pay principal and interest
A	A	Upper medium quality, strong capacity to pay principal and interest
Baa	BBB	Medium grade quality, adequate capacity to pay principal and interest.
Ba and lower	BB and lower	Speculative quality, low capacity to pay principal and interest.

Note: Within groups, Moody's designates those bonds with the strongest attributes with a 1, for Instance A1 or Aa1 would be of slightly higher quality than A2 or Aa2. Standard & Poor's attaches "+" or a "-" to indicate slight variation within the rating groups. Examples would be AA- or A+ to indicate a credit better than an "A" but less than an "AA."

Bonds issued by the City of Fort Collins continue to receive and maintain very favorable ratings from both rating agencies. The most recent bond ratings are:

	<u>Moody's</u>	<u>Standard & Poor's</u>
Sewer Revenue Bonds	Aa2	AA+
Storm Drainage Revenue Bonds	Aa2	AA+
Water Revenue Bonds	No rating	AA+
Lease Certificates of Participation	Aa1	No rating

Most Recent Bond Issues

2010 Light and Power Bonds. On July 15, 2010, the City's Light and Power Utility Enterprise issued bonds totaling \$16,085,000. The proceeds will be used for the Smart Grid Investment Grant Project.

2010 DDA Tax Increment Bonds. On September 21, 2010, the Downtown Development Authority issued bonds totaling \$12,500,000. The proceeds will be used to make capital improvements and fund programs in the downtown area.

Refunding Issues:

When interest rates decline, Fort Collins may reduce its total debt service by refunding outstanding debt. The City may also restructure debt issues if projected revenue sources are not meeting debt service demands. The City Finance Department monitors changes in interest rates and checks the debt structure of its issues. When appropriate, the City has refunded and restructured debt. Over the past few years, interest rates on municipal bonds have declined to the lowest rates in over 15 years. This situation provided the City an opportunity to lower the amount of debt service it pays on bond issues. The following bond refunding was completed in 2012:

2012 Certificates of Participation Refunding Bonds. On October 18, 2012 the City completed a partial refunding of its 2004 Certificates of Participation bonds. The amount of bonds refunded totaled \$34,395,000. The refunding lowered the interest rate from 5.19 to 1.82%.

Operating Equipment Lease Purchase

In Colorado, the legal definition of debt does not include lease purchase obligations. Despite the legal distinction, the City recognizes lease purchase as a multi-year financing arrangement and includes lease purchase in debt calculations.

The reasons for using lease purchase are virtually the same as those used to justify bond financing. The City uses lease purchase to acquire equipment with a useful life of three to ten years. The City uses the equipment to provide services, but pays off the lease purchase over the life of the equipment. Total lease payments at the end of each of the prior five years have been as follows:

2008	3,180,406
2009	1,195,246
2010	960,730
2011	1,214,494
2012	1,036,036

For the equipment currently on lease purchase at year-end 2012, the City anticipates the following payment schedule for the period 2012 through 2015:

2013	1,076,854
2014	1,014,469
2015	1,014,468

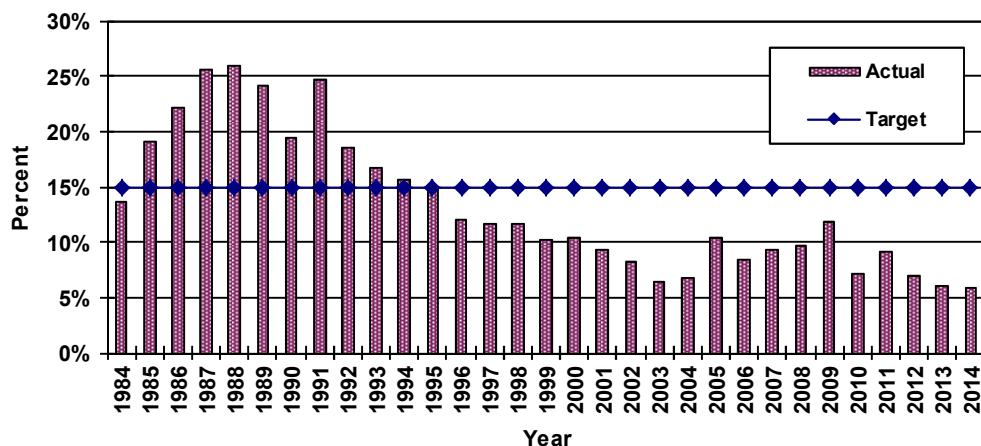
Unless users decide equipment associated with the lease payment schedule is no longer necessary, future lease payments will be appropriated as part of the budget. Council treats lease purchase obligations like debt service obligations. To date, all City lease purchase transactions have been done with leasing firms. Credit ratings for equipment lease transactions would not provide any economic benefit because the transactions are too small. If the size of the transactions continues to increase, future lease purchasing obligations may be done with a credit rating.

Debt Management Policies

In the 1991 Budget, the Council set the policy to monitor and manage its direct debt. The policy made general government annual debt service as a percent of general government operating expenses as the key debt indicator. The Council set a goal of 10 to 12 percent of annual operating expenses as the upper limit target for its debt policy. This level of debt service is a common measure of an issuer's ability to pay its obligations. In 1997, the Council revised the upper limit level to 15% of operating expenses and also simplified the calculation.

The following chart shows the City general government debt service percentage of operating expenses over past years and the five-year budget projection period.

**Chart 3. City of Fort Collins, Colorado
General Government Debt as a Percent of
Annual Operating Expense, 1984 - 2014**



The chart shows that the debt service share of annual operating expense began to diminish in 1989. The general trend is downward since then with only three major increases. The 1991 increase was due to prepayment of debt service for special districts, the General Improvement District bonds and some general obligation park bonds. The 2005 increase is due to debt service on the 2004 Lease Certificates of Participation including principal payments for the first time. The 2009 increase is due to the new debt issue for the Wastewater treatment plant. The chart shows the City continues to have some unused debt capacity within its policy.

Future Debt and Capital Lease Obligation Planning

Governmental Functions. The City will complete most major capital improvements for general government operations on a pay-as-you-go basis through the next round of capital project programming. There is currently a dedicated revenue stream to support capital projects, expiring in 2016.

The Urban Renewal Authority is beginning to receive tax increments which are being used to develop the North College corridor. New debt will likely be issued within the two years to pay back advances from the City.

Enterprise Functions. The Water Utility revised its capital needs in the 2011-2012 budget process. The water utility does not anticipate a bond issue with this budget cycle. Long-range capital plans based on comprehensive asset management implementation anticipate future debt obligations to replace aging infrastructure systems.

The Storm Drainage utility issued \$12.3 million of bonds in 2002 as directed in the Storm Drainage Financing Plan to provide the initial capital for stormwater projects in response to the needs identified after the 1997 flood. The City used the funds to build and improve several drainage basins. Per Council direction, the Storm Drainage Utility has continued to finance capital improvements on a pay-as-you-go basis; therefore, the utility does not anticipate any new debt during the five year budget horizon.

The electric utility issued \$16,085,000 in 2010 due to the Smart Grid Investment Grant. The grant was awarded in 2009 for a total of \$30.8 million and requires a 50% match. The utility does not anticipate any new debt during the five year budget horizon.

The four utilities are planning to collectively construct a new administrative and customer service building in the downtown area. Financing is expected to be \$15-20 million and be issued in late 2013.

Conclusion

City Council and management have set policies to be sure it meets debt obligations in a timely manner and that it considers new debt issuance carefully. Staff has included those policies into the Financial and Management Policies. Briefly summarized, the policies include:

- Conservative revenue projections.
- Rate increases based on related cost of services provided and the impact of inflation on those services.
- Lease purchase equipment and real property when supported by cost-benefit analysis.
- Accumulation of adequate reserves to protect the City from uncontrollable expenditures or unforeseen reductions in revenues.
- Issue debt only after rigorous testing and if there is an appropriate balance between service demands and the amount of debt.
- Setting a target debt level for general government annual debt service at 15 percent of operating expense.

The City communicates with other governmental entities to be sure that their debt issues as well as the City's remain at conservative levels. The overall debt levels should not become an undue burden on the taxpayers of Fort Collins.

The City's overall financial health is positive and this supports the strong credit rating that it receives from the rating agencies. Sales and use tax revenue collections and other revenue sources that back most of the City's debt continue to meet or exceed original projections. The City Council and management through the Financial Management Policies have placed emphasis on continued effort toward maintaining and improving the City's financial performance.

City of Fort Collins Outstanding Debt and Lease Obligations

The following schedule summarizes the financial obligations of the City as of December 31, 2012 and projected 2013 and 2014 year-end obligations based on current repayment schedules:

	<u>2012</u>	<u>Projected 2013</u>	<u>Projected 2014</u>
Bonds Serviced by Downtown Development Authority:			
secured by tax increment property taxes:			
<u>Property Tax Increment</u>			
Issued in 2010, maturing 2020	11,800,000	10,510,000	9,140,000
Other Obligations:			
<u>Assignment of Lease Payments (Public Safety)</u>			
executed and delivered in 2001, maturing in 2021	\$501,223	\$455,288	\$407,199
<u>Lease Certificates of Participation (Civic Center Project)</u>			
executed and delivered in 2007, maturing in 2018	7,450,000	6,300,000	5,115,000
<u>Lease Certificates of Participation (Police Building and Open Space Acquisition Projects)</u>			
executed and delivered in 2012, maturing in 2026	34,395,000	31,605,000	28,700,000
<u>Equipment Leases</u>			
executed various years, maximum maturity in 2013	3,718,971	2,803,491	1,896,539
General Government Debt Total	<u>\$ 57,865,194</u>	<u>\$ 51,673,779</u>	<u>\$ 45,258,738</u>
Bonds Serviced by the Light and Power Fund,			
secured by Light and Power Fund Revenues:			
<u>Light and Power Revenue Bond</u>			
Issued in 2010, maturing in 2020	13,215,000	11,725,000	10,205,000
Bonds Serviced by the Water Fund,			
secured by Water Fund Revenues:			
<u>Colorado Water Resources & Power Development Authority</u>			
Issued in 1997, maturing in 2017	2,940,844	2,338,933	1,720,531

	<u>2012</u>	<u>Projected 2013</u>	<u>Projected 2014</u>
<u>Colorado Water Resources & Power Development Authority</u> Issued in 1999, maturing in 2019	1,960,741	1,688,794	1,408,688
<u>Subordinate Water Revenue Bond</u> Issued in 2004 (dated 12/01/03), maturing in 2030	1,767,563	1,667,196	1,561,669
<u>Water Refunding Bonds</u> Issued in 2008, maturing in 2018	9,465,000	9,415,000	7,660,000
<u>Water Refunding Bonds</u> Issued in 2009, maturing in 2013	1,545,000	-	-
Bonds Serviced by the Sewer Fund, secured by Sewer Fund Revenues:			
<u>Colorado Water Resources & Power Development Authority Loan</u> Issued in 1992, maturing in 2014	1,685,168	-	-
<u>Sewer Revenue Bonds</u> Issued in 2009, maturing in 2028	28,265,000	27,020,000	25,735,000
<u>Sewer Revenue Bonds</u> Issued in 2010, maturing in 2020	3,075,000	2,740,000	2,385,000
Bonds Serviced by the Storm Drainage Fund, secured by Storm Drainage Fund revenues:			
<u>Colorado Water Resources & Power Development Authority Loan</u> Issued in 2001, maturing in 2021	4,952,500	4,447,500	3,925,000
<u>Storm Drainage Revenue Bonds</u> Issued in 2007, maturing in 2019	11,240,000	9,705,000	8,105,000
<u>Storm Drainage Revenue Bonds</u> Issued in 2007, maturing in 2017	2,020,000	1,650,000	1,265,000
<u>Storm Drainage Revenue Bonds</u> Issued in 2011, maturing in 2022	7,875,000	7,200,000	6,505,000
<u>Other Obligations:</u>			
<u>Assignment of Lease Payments (Golf)</u> executed and delivered in 2001, maturing in 2021	\$1,593,777	\$1,447,712	\$1,294,801
<u>Lease Certificates of Participation (Golf)</u> executed and delivered in 2007, maturing in 2018	1,095,000	950,000	795,000
<u>Equipment Leases</u>			

executed various years, maximum maturity in 2013	207,504	129,265	81,502
Enterprise Fund Debt Total	<u>\$92,903,097</u>	<u>\$82,124,400</u>	<u>\$72,647,191</u>
TOTAL LONG-TERM DEBT & LEASE PAYMENTS	<u>\$150,768,291</u>	<u>\$133,798,179</u>	<u>\$117,905,929</u>

Required Lease Purchase Agreements Disclosure

The State of Colorado House Bill 90-1164, approved on April 9, 1990, "declares that the use of lease purchase agreements by local governments creates financial obligations of those governments and that the disclosure of such obligations is in the public interest and is a matter of statewide concern."

According to the Bill, local governments are required to identify as part of their budgets: 1) the total expenditures during the ensuing fiscal year for all lease purchase agreements involving real and personal property; 2) the total maximum payment liability under all lease purchase agreements over the entire terms of the agreements, including all optional renewal terms.

The following schedule summarizes the City of Fort Collins lease purchase agreements by fund for real and personal property.

2013-2014 Lease Purchase Schedule

	<u>2013 Payment Obligation</u>	<u>2014 Payment Obligation</u>	<u>Future Payments</u>	<u>Maximum Payment Liability Over Term of Lease</u>
<u>Personal Property</u>				
General Fund	\$ 388,967	\$ 384,792	\$800,644	\$ 1,574,403
Transportation Services Fund	234,143	208,239	409,237	851,619
Golf Fund	82,745	50,439	83,504	216,688
Equipment Fund	370,999	370,999	739,239	1,481,237
Total	<u>\$1,076,854</u>	<u>\$ 1,014,469</u>	<u>\$2,032,624</u>	<u>\$4,123,947</u>
<u>Real Property</u>	-	-	-	-
Grand Total	<u>\$ 1,076,854</u>	<u>\$ 1,014,469</u>	<u>\$ 2,032,624</u>	<u>\$4,123,947</u>

CURRENT CAPITAL IMPROVEMENT PLAN

Upon expiration of the Building Community Choices (BCC) – Community Enhancements Capital Improvement Program on December 31, 2005, City voters approved the latest City capital improvement plan known as Building on Basics 2005 (BOB). The goal of the BOB program is to develop a plan to provide funding for the City's highest priority capital projects. Like past capital plans, the City used an extensive process conducting a series of meetings soliciting public input, input from City boards and commissions, and City Council Work Sessions. As a result of this input, a list of projects was developed, as well as seven years of operation and maintenance needs for the projects. In 1997, City residents approved the extension of the 0.25 cent sales and use tax (excluding grocery food) for the Building Community Choices (BCC) – Community Enhancements capital projects, provided that the revenues from the extended tax be used to pay for the projects and operation and maintenance costs identified in the BOB program. The extension went into effect on January 1, 2006, and is due to expire on December 31, 2015.

Additional funding for neighborhood parks, open space and trail system capital improvements is provided through the City's Neighborhood Parkland Fund and Conservation Trust Fund. The Neighborhood Parkland Fund is used to account for revenues collected from the City's Neighborhood Parkland fee. This revenue provides funding for acquisition and development of neighborhood parks, as well as park capital improvements. The Conservation Trust Fund is used to account for revenues received from the Colorado State Lottery. The revenue is restricted to financing capital projects which relate to the acquisition and development of open space and trails and can also be used for maintenance of the City's trail system. Beginning in 2006, the City began using a portion of the lottery proceeds as a supplement to trail maintenance funding, provided primarily from General Fund revenues.

In addition to the City's dedicated 0.25 cent sales and use tax for the BOB program, City Council adopted Ordinance No. 51, 1996 in May 1996 which established capital improvement expansion fees for library, community parkland, police, fire, and general government services. The purpose of the expansion fees is to create a mechanism to have development pay a proportionate share of the capital improvements and equipment that are necessary to provide services to areas of new development within the City. The expansion fee policy should help the City to ensure that new development does not have a negative impact on the City's ability to provide infrastructure to areas of new development.

Capital improvements associated with the City's Light & Power, Stormwater, Wastewater, and Water utilities are budgeted within the respective enterprise fund. A combination of revenue from utility fees, bond proceeds, and Plant Investment Fees (PIF's) are used to fund utility capital projects. Projects provide improvements to the City's water and wastewater systems, and basin improvements associated with the City's storm drainage system.

PROJECT BUDGETING

Capital Improvement Policy

The City's Capital Improvement Policy provides Project Managers with guidelines for budget preparation and long range financial planning. The policy states:

- The City will develop a multi-year plan for capital improvements and update it annually.

This document presents the City's capital improvement program for the biennium 2013-2014. While the budget is biennial, the City's budget is reviewed and appropriated annually.

- The City will identify estimated costs and funding sources for each capital project requested before it is submitted to the City Council.

Council may approve appropriations for capital projects during the budget process or off-budget at any time during the year. Council is not asked to approve any project for which a funding source has not been identified. Staff also keeps the Council informed on estimated operating impacts of projects being considered by City Council.

- All City capital improvement projects will be administered in accordance with The City's Capital Projects Procedures Manual.

The City has a Capital Projects Procedures Manual which serves as a guide to project managers regarding administrative and operational procedures to be used in the design and construction of the City's capital projects.

- All City capital improvements will be constructed and expenditures incurred for the purpose as approved by City Council.

The scope (project description) and estimated cost (budget) of capital improvements are relayed to City Council, prior to, or at the time they are asked to approve funding for a project. Additional funding or changes to the scope of an approved capital project must be approved by City Council.

- The City will use a variety of different funding sources to fund capital projects, with an emphasis on the 'pay-as-you-go' philosophy.

The City's current capital improvement program is funded from a variety of different sources. The 'pay-as-you-go' philosophy: 1) avoids additional City costs due to interest; 2) assures all revenue collected is available for projects; and 3) provides a conservative approach to capital budgeting. However, long-term financing is a viable funding source which the City has used and will continue to do so for certain improvements.

- Funding for operating and maintenance costs for approved capital projects must be identified at the time projects are approved.

Project managers are responsible for identifying: 1) additional operation and maintenance (O &M) costs associated with new capital projects; 2) funding sources for the O&M; and 3) developing a plan for including new O&M in the City's budget.

The Budget Process

The budget process provides Project Managers with the legal basis for spending resources on their proposed capital improvement projects. Appropriations are the legal authorization granted by City Council to make expenditures and incur obligations and an appropriation ordinance, approved by City Council, is the vehicle by which appropriations are made legal. Appropriation ordinances require two readings by the City Council and become effective the 10th day following passage of the ordinance.

Capital Project Appropriations

Capital project appropriations, which do not lapse until completion of the project, require City Council’s approval and are subject to the following City Charter requirements:

- Appropriation of funds for capital projects shall be summarized by project.
- No appropriation shall be made which exceeds the revenues, reserves, or other funds anticipated or available at the time of the appropriation.
- Supplemental appropriations may be made at any time during the fiscal year provided that the requested appropriation does not exceed the current estimate of actual and anticipated revenues for the fiscal year; or provided that funds requested for appropriation are available in the form of prior year reserves within the fund.
- Appropriations may be transferred from one fund or capital project to another fund or capital project, provided that: 1) the purpose for which the transferred funds are to be expended remains the same; 2) the purpose for which the funds were initially appropriated no longer exists; or 3) the proposed transfer is from a fund or capital project in which the amount appropriated exceeds the amount needed to accomplish the purpose as originally appropriated.

Art in Public Places Program

On April 25, 1995, the City Council adopted Ordinance No. 20, 1995, establishing legislation creating an Art in Public Places (APP) Program. All requests submitted to the City Council for appropriations for eligible capital projects estimated to cost over two hundred fifty thousand dollars (\$250,000.) shall include an amount equal to one (1) percent of the estimated cost of such project for works of art. This requirement shall also apply to appropriations partially funding a project that will have a total estimated cost of over two hundred fifty thousand dollars (\$250,000.) even if such individual appropriations are equal to or less than that amount. The APP program establishes procedures and guidelines for the acquisition of art by the City and to ensure that public art is integrated into City capital projects. Contributions for non-proprietary capital projects must be appropriated for transfer within the capital project, to the Art in Public Places reserve account in the City’s Cultural Services Fund. Proprietary fund contributions, from the City’s Utility Funds, towards APP are budgeted in the appropriate proprietary fund.

<u>Funding Source</u>	<u>Budget 2011</u>	<u>Budget 2012</u>
Capital Projects Fund	\$ 82,510	\$ 58,713
Neighborhood Parkland	2,000	6,092
Conservation Trust Fund	9,000	10,000
Natural Areas Fund	<u>9,480</u>	<u>0</u>
 Total General Capital Contribution	 \$ 102,990	 \$ <u>74,805</u>

Art in Public Places Program - Continued

<u>Funding Source</u>	<u>Budget 2011</u>	<u>Budget 2012</u>
Light & Power Fund	\$ 2,000	\$ 4,750
Water Fund	43,937	68,689
Wastewater Fund	33,563	39,864
Stormwater Fund	<u>23,129</u>	<u>25,040</u>
Total Utilities Contribution	<u>\$102,629</u>	<u>\$138,343</u>

RELATIONSHIP BETWEEN CAPITAL PROJECTS AND OPERATING BUDGETS

The City's Capital Projects Procedures Manual (CPPM) provides guidelines by which City of Fort Collins capital projects can be designed and built. The CPPM provides checks, whereby all capital costs associated with capital projects are accounted for in the appropriate fund and remain clearly distinct from operations and maintenance budgets. The majority of the City's budgeted general capital projects are funded from dedicated revenue sources, which helps to alleviate competition for general tax dollars between capital and operating needs. The City's conservative approach to projecting revenue and its sound financial planning and fiscal policies, have allowed the City to continue to provide basic services, introduce new service improvements, as economic conditions allow, invest in its infrastructure, and address deferred maintenance needs. In order to ensure that the City will continue to be able to protect its investment in its capital assets, staff will continue to work towards developing financial plans that address parks renovation needs, facilities needs, streets/infrastructure needs, information system replacement needs, etc., throughout the City.

How are maintenance costs affected by capital project construction?

Street improvement capital projects, for which Engineering is the lead department, affect operating costs to varying, but minor, degrees. Projects which widen existing roads, add more pavement and sidewalk to the total infrastructure must be maintained. But the same projects often make changes, such as replacing asphalt pavement with concrete, which actually reduces some of the annual maintenance costs at the same time. Other projects, such as portions of the Pedestrian Accessibility and Minor Streets projects, are maintenance efforts in themselves. Operating budgets within the Transportation Services Fund provide operation and maintenance costs such as the City's Pavement Management Program, sweeping, patching, sealing pavement cracks, and snow removal, etc., for capital improvements to the City's street system.

The costs for maintaining, repairing, and renovating City owned facilities are paid by the fund in which the asset is capitalized. Maintenance of buildings classified as general fixed assets is provided by Operations Services in the General Fund. Maintenance funds are reflected in the General Fund Operations Services program and in the Capital Projects Fund – MR&R Capital project. Staff will continue its efforts to more clearly define responsibilities and ensure that facility maintenance funds are adequate to address future maintenance issues.

Operation and maintenance dollars for Parks and related projects are budgeted in the General Fund Parks Maintenance, and Forestry & Landscaping programs. Maintenance dollars for parks, open space and trails are budgeted in the Conservation Trust Fund and Neighborhood Parkland Fund.

In 2005, City residents voted to extend, for a period of 10 years, a 0.25 cent sales and use tax, approved by voters in 1997, for community enhancement capital projects, provided that the revenues from the extended 0.25 cent tax be used to pay for the cost of a new generation of voter approved capital projects and at least seven years of operation and maintenance of the project identified. This measure, approved by the voters, marked the first time that operation and maintenance costs were funded by a dedicated sales and use tax, in addition to the projects themselves.

CAPITAL PROJECTS SUMMARY

By Fund

The following schedule lists 2013 and 2014 capital project resources and expenditures by Outcome. General City capital projects are funded primarily by sales and use taxes. Utility capital projects account for approximately 52% of total City capital projects, and are funded by Utility fees. Impact fees are used as the primary source of funding for the City's Neighborhood Parkland program, and Lottery proceeds are used to fund the acquisition and development of open space and trails. General Fund dollars and interest earnings, from prior years, on capital sources round out the list of capital funding sources.

2013	Culture, Parks & Recreation	Environmental Health	High Performing Government	Safe Community	Transportation	Total
CAPITAL RESOURCES						
General Fund	\$250,000	\$448,000	\$0	\$0	\$302,000	\$1,000,000
Sales and Use Taxes	3,137,559	0	0	0	3,886,318	7,023,877
Fees & Charges	4,072,521	11,148,299	135,000	3,542,387	0	18,898,207
Interest Earnings	0	175,000	0	0	3,688,000	3,863,000
Lottery Proceeds	455,500	0	0	0	0	455,500
Total Capital Resources	\$7,915,580	\$11,771,299	\$135,000	\$3,542,387	\$7,876,318	31,240,584
FUND EXPENDITURES						
Capital Projects	\$5,934,559	\$623,000	\$135,000	\$0	\$5,958,368	\$12,650,927
Conservation Trust	525,500	0	0	0	0	525,500
Keep Ft. Collins Great	153,000	0	0	0	1,917,950	2,070,950
Light & Power	0	100,000	0	581,129	0	681,129
Neighborhood Parkland	1,302,521	50,000	0	0	0	1,352,521
Stormwater	0	650,000	0	2,482,333	0	3,132,333
Wastewater	0	3,766,638	0	239,462	0	4,006,100
Water	0	6,581,661	0	239,463	0	6,821,124
Total Capital Expenditures	\$7,915,580	\$11,771,299	\$135,000	\$3,542,387	\$7,876,318	\$31,240,584

2014	Culture, Parks & Recreation	Environmental Health	High Performing Government	Safe Community	Transportation	Total
CAPITAL RESOURCES						
General Fund	\$0	\$237,000	\$0	\$0	\$563,000	\$800,000
Sales and Use Taxes	2,285,735	0	0	0	5,082,488	7,368,223
Fees & Charges	1,729,198	12,805,292	109,000	2,943,970	0	17,587,460
Interest Earnings	0	75,000	0	0	237,000	312,000
Lottery Proceeds	505,500	0	0	0	0	505,500
Total Capital Resources	\$4,520,433	\$13,117,292	\$109,000	\$2,943,970	\$5,882,488	26,573,183
FUND EXPENDITURES						
Capital Projects	\$2,272,735	\$312,000	\$109,000	\$0	\$3,961,632	\$6,655,367
Conservation Trust	505,500	0	0	0	0	505,500
Keep Ft. Collins Great	113,000	0	0	0	1,920,856	2,033,856
Light & Power	0	0	0	475,000	0	475,000
Neighborhood Parkland	1,629,198	0	0	0	0	1,629,198
Stormwater	0	650,000	0	2,468,970	0	3,118,970
Wastewater	0	4,236,357	0	0	0	4,236,357
Water	0	7,918,935	0	0	0	7,918,935
Total Capital Expenditures	\$4,520,433	\$13,117,292	\$109,000	\$2,943,970	\$5,882,488	\$26,573,183

CAPITAL PROJECTS 2013-2014

By Outcome

Offer #		2013	2014
CULTURE & RECREATION			
49.4	Senior Center Expansion (BOB)	2,544,559	2,172,735
49.6	Senior Center Expansion (Recreation Reserves)	500,000	0
81.6	KFCG: Trail Acquisition & Development	153,000	113,000
86.1	Fossil Creek Trail	40,000	40,000
86.1	Trail Acquisition/Development	145,500	145,500
86.1	Tri-City Trails	0	50,000
88.1	Golden Meadows Park	100,000	0
88.1	Maple Hill Park	0	409,198
88.1	New Site Acquisition	457,521	350,000
88.1	New Park Site Development	170,000	170,000
88.1	Richards Lake	300,000	500,000
88.1	Side Hill Neighborhood Park	200,000	200,000
88.1	Soft Gold Neighborhood Park	75,000	0
103.1	Great Lawn at the Gardens	250,000	
109.1	Hughes Stadium Disc Golf Course Improvements	70,000	0
124.1	East Community Park Land Acquisition	1,700,000	0
124.2	Southeast Community Park Design	500,000	100,000
125.1	Rec Trail Development Funded Through New Trail Impact Fee	270,000	270,000
191.5	Natural Areas Office Building	440,000	0
	Total Culture & Recreation	\$7,915,580	\$4,520,433
ENVIRONMENTAL HEALTH			
9.4	Integrated Recycling Facility	\$448,000	\$237,000
113.1	Electric Vehicle Charging Stations	100,000	0
131.1	Water Supply Development	100,000	100,000
134.1	Water Distribution System Replacement	1,780,708	1,622,935
134.2	LaPorte Avenue Waterline Improvements	800,000	1,300,000
134.3	River District/Jefferson Street Design	0	100,000
135.1	Water Meter Replacement & Rehabilitation	800,000	800,000
136.1	Cathodic Protection	552,000	306,000
137.1	Halligan Reservoir Enlargement	190,000	190,000
138.1	Water Production Replacement Program	521,000	2,900,000
141.1	Source of Supply Replacements	550,000	550,000
159.1	Brewery Waste Carbon Source Study	60,500	0
163.1	Water Reclamation Replacement	1,166,500	1,800,000
164.1	Sludge Disposal Improvements	199,800	200,000
165.1	Drake Water Reclamation Facility Improvements	150,000	581,000
166.1	Wastewater Collection System Replacement	1,629,838	1,605,357
207.1	Mulberry Bridge Waterline Relocation	200,000	0
218.5	Downtown Poudre River & Stormwater Improvements	225,000	75,000
220.1	River District/Jefferson Street Sewer	0	50,000
221.1	Mulberry Bridge Sewer Realignment	560,000	0
226.1	Dual System Design with Colorado State University	100,000	50,000
239.1	Stream Restoration & Best Mgmt. Practices Projects	650,000	650,000
244.1	High Park Fire Water Mitigation	987,953	0
	Total Environmental Health	\$11,771,299	\$13,117,292
HIGH PERFORMING GOVERNMENT			
39.3	Block 32 Redevelopment Master Plan	\$135,000	\$109,000
	Total High Performing Government	\$135,000	\$109,000

CAPITAL PROJECTS 2013-2014

By Outcome

Offer #		2013	2014
SAFE COMMUNITY			
114.1	Electric Substation Improvements	\$200,000	\$175,000
115.1	Southwest Annexation Electric Transfer Phase 4	0	300,000
117.1	Utilities Computerized Maintenance Mgmt. System	1,099,517	0
180.1	Stormwater Master Planning	225,000	150,000
181.1	Developer Repayments - Stormwater	100,000	100,000
182.1	Boxelder Basin Regional Stormwater Authority	255,000	265,000
198.1	Stormwater Drainage & Detention System Improvements	262,870	253,970
202.1	West Vine Stormwater Channel & Forney Detention Pond	1,000,000	0
202.2	Northeast College Corridor Outfall Water Quality Pond	0	1,100,000
202.3	Harmony Road Flood Mitigation	400,000	500,000
202.4	River District Stormwater Project/Jefferson Street Design	0	100,000
	Total Safe Community	\$3,542,387	\$2,943,970
TRANSPORTATION			
105.5	Pedestrian Plan & Disability Access Improvements	\$300,000	\$300,000
105.6	Railroad Crossing Replacement Program	100,000	100,000
105.8	KFCG: City Bridge Program	1,700,000	1,700,000
105.9	North College Improvements - Phase III	1,940,000	0
105.10	Timberline Road Improvements - Drake to Prospect	763,368	2,736,632
105.11	Intersection Improvements & Traffic Signals (BOB)	780,000	0
105.12	Lemay & Vine - Review Initial Configuration	50,000	0
105.17	Design of Community Gateway Features on I-25	100,000	0
105.18	Natural Resources Research Center Overpass	1,200,000	0
105.25	City Bridge Program - Mulberry Bridge Design	500,000	250,000
105.26	I-25/392 Signage Project	100,000	0
106.2	KFCG: Fort Collins Bicycling Program - FC Bikes	217,950	220,856
107.1	Bicycle Plan Implementation (BOB)	125,000	125,000
107.4	Green Streets Implementation	0	450,000
	Total Transportation	\$7,876,318	\$5,882,488
	Total Capital Projects	\$31,240,584	\$26,573,183

NOTE: This list of Capital Projects does not include the funds budgeted for Art in Public places projects in the Utility Funds and the Cultural Services and Facilities Fund.

OFFER RECAP

Offers In Outcomes	2013	2014
Transportation	\$ 50,642,184	\$ 49,573,376
Culture and Recreation	36,928,339	33,716,367
Economic Health	13,143,849	14,651,763
High Performing Government	75,594,938	76,372,752
Community and Neighborhood Livability	4,965,389	4,609,740
Environmental Health	72,893,420	73,811,783
Safe Community	180,887,658	187,069,021
Total Outcomes	435,055,777	439,804,802

Offers Not Included in Outcomes

<u>Type</u>	<u>Offer</u>			
Other	100.1	General Employees' Retirement Plan	3,227,950	3,527,950
	101.1	Debt Service - Timberline/ Prospect	65,534	63,152
	101.2	Debt Service - Capital Leasing	4,653,344	4,630,283
	101.3	Debt Service - URA	804,055	1,538,636
	225.1	Capital Expansion Fund Transfers	3,025,353	832,354
	233.1	General Fund Non-Departmental: GERP Supplemental	296,800	296,800
	233.2	General Fund Non-Departmental: Insurance	142,572	142,572
	233.3	General Fund Non-Departmental: Other	946,100	746,100
				-
Transfers	224.1	Conservation Trust Parks Maintenance Transfer	735,154	734,543
	224.2	Senior Center Expansion Project Transfer	500,000	-
	234.1	General Fund Support to Various Funds	17,034,280	18,398,870
	234.2	General Fund Support to MIS	4,256,444	3,974,366
	234.3	Transfer to General Fund	115,000	115,000
	235.1	Sales & Use Tax Fund Transfers	12,294,000	12,552,000
	235.2	Transfers to Capital Leasing Debt	1,232,534	1,233,002
	235.3	Capital Project Fund Transfers	485,013	46,363
				-
	Sub-total		49,814,133	48,831,991

Total Appropriations	\$ 484,869,910	\$ 488,636,793
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OTHER / TRANSFER OFFERS SUMMARY

100.1 General Employees' Retirement Plan

The General Employees' Retirement Plan is a defined benefit retirement plan for employees employed with the City on January 1, 1971 or hired after December 31, 1970, but before January 1, 1999. This plan is a government plan established pursuant to IRS Code Section 414(d) and is intended to meet the requirements of IRS Code Sections 401(a) and 501(a).

101.1 Debt Service - Timberline/ Prospect

The City of Fort Collins established the Timberline & Prospect Special Improvement District No. 94 to construct and install capacity improvements to the Timberline/Prospect Road intersection. The total cost of the improvements was paid initially by the developer. The individual property owners are allowed to pay their assessments over a ten year period. The developer will be reimbursed as payments are received.

101.2 Debt Service - Capital Leasing

This offer is to provide resources to service outstanding debt obligations relating to governmental activities. Over the years the City has used multiple types of financing to pay for construction projects and capital asset purchases. Current outstanding types include revenue bonds, lease certificates of participation, and assignment of lease payments. Maturity dates vary from 2018 to 2026.

101.3 Debt Service - URA

This offer provides resources to service outstanding debt obligations relating to Urban Renewal Authority (URA) activities. The City agreed to advance funds to the URA to fund various projects. These projects include the North College Marketplace (King Soopers) loan of \$5 million, the North College Marketplace Phase II loan of \$3M, the Rocky Mountain Innovation (RMI2) loan of \$5.3M, the Jax expansion loan of \$173K, and the Kaufman Robinson loan of \$193K. All of these projects will generate significant tax increment as well as stimulate interest in the North College URA Plan Area. The RMI2 project will also continue the innovation and job creation efforts the City has supported for the past decade and continue to attract capital investment in the City.

224.1 Conservation Trust Parks Maintenance Transfer

This offer transfers funds for parks maintenance from the Conservation Trust Fund to the General Fund.

224.2 Senior Center Expansion Project Transfer

This offer transfers funds from the Recreation Fund to the Capital Projects Fund for the Senior Center Expansion Project. See offer 49.6 in the Culture and Recreation Result Area Outcome for more information.

225.1 Capital Expansion Fund Transfers

This offer enters Capital Expansion Fund transfers. Transfers are made to PFA to pay debt on station #4; to the General Fund for administrative charges; to the Capital Leasing fund to help pay the Police Building debt; and, to the Capital Project Fund for a new community park.

233.1 General Fund Non-Departmental: GERP Supplemental

This offer is for the General Fund's allocated portion of the General Employees Retirement Plan (GERP) supplemental. It is budgeted because according to actuarial studies, the Plan could become under-funded in future years. The City has a contractual obligation to fund the Plan. The allocation is based on the number of General Fund related GERP members.

OTHER / TRANSFER OFFERS SUMMARY

233.2 General Fund Non-Departmental: Insurance

This offer is for the General Fund's allocated portion of City Insurance charges for general liability insurance and auto liability, comprehensive, and collision insurance.

233.3 General Fund Non-Departmental: Other

These expenditures are not related to any one department. The offer includes the payment of 2% to Larimer County for the fee to collect property taxes on the City's behalf (approximately \$360,000 annually). It also includes the reimbursement to Larimer County of approximately \$186,100 annually for funds the County contributed toward the Civic Center Parking Garage in 1998. Finally, this offer includes the budget for Community Opportunities, Contingency and other miscellaneous items.

234.1 General Fund Support to Various Funds

This offer provides the General Fund subsidy to various funds. The amounts were determined by submitting offers in the BFO competitive process. Funds receiving support are Cultural Services, Recreation, Museum, Cemeteries, Transit, Street Oversizing, Transportation, Capital Leasing, Capital Projects, and Equipment.

234.2 General Fund Support to MIS

This offer provides the payment for MIS services (the Information Technology Department) for departments within the General Fund to the Data & Communications, Internal Service Fund.

234.3 Transfer to the General Fund

This offer records the transfer of \$115,000 from the General Improvement District #1 to the General Fund for holiday lighting.

235.1 Sales & Use Tax Fund Transfers

The Sales and Use Tax Fund is a depository for the 1/4 cent tax for Natural Areas and the 1/4 cent tax for Building on Basics (BOB) projects. This offer transfers the tax revenue to the Natural Areas fund for specific programs, to the Capital Projects Fund for the authorized projects and to various City funds to help pay for the operation and maintenance costs of the new BOB projects for seven years.

235.2 Transfers to Capital Leasing Debt

This offer enters transfers for debt service payments. This includes transfers from the Natural Areas Fund and the Transportation Fund to the Capital Leasing Fund for debt payments.

235.3 Capital Project Fund Transfers

This offer enters transfers to and from the Capital Projects Fund. Transfers include a transfer from the Capital Projects Fund to the General Fund for administrative charges; and, a transfer from the Natural Areas Fund to the Natural Areas Office Building project. See offer 191.5 in the Culture and Recreation Result Area.

**MILL LEVY FROM DIRECT AND OVERLAPPING GOVERNMENTS
APPLICABLE TO MOST PROPERTIES LOCATED IN THE CITY**

Levy Year	City	Larimer County	Poudre School District	Poudre River Library District	Poudre Health Services District	N. Colorado Water Conservancy Dist. & Other	Total
2000	9.797	21.614	54.250	-	2.167	1.142	88.970
2001	9.797	22.461	51.723	-	2.167	1.142	87.290
2002	9.797	22.421	51.723	-	2.167	1.142	87.250
2003	9.797	22.423	52.496	-	2.167	1.142	88.025
2004	9.797	22.517	52.496	-	2.167	1.142	88.119
2005	9.797	22.541	50.715	-	2.167	1.142	86.362
2006	9.797	22.410	50.715	3.000	2.167	1.142	89.231
2007	9.797	22.414	48.200	3.000	2.167	1.142	86.720
2008	9.797	22.395	47.989	3.000	2.167	1.142	86.490
2009	9.797	22.435	47.989	3.000	2.167	1.142	86.530
2010	9.797	22.524	51.000	3.000	2.167	1.142	89.630
2011	9.797	22.524	52.200	3.000	2.167	1.142	90.830
2012	9.797	22.472	52.200	3.000	2.167	1.142	90.778

CITY PROPERTY TAX LEVIES AND VALUES

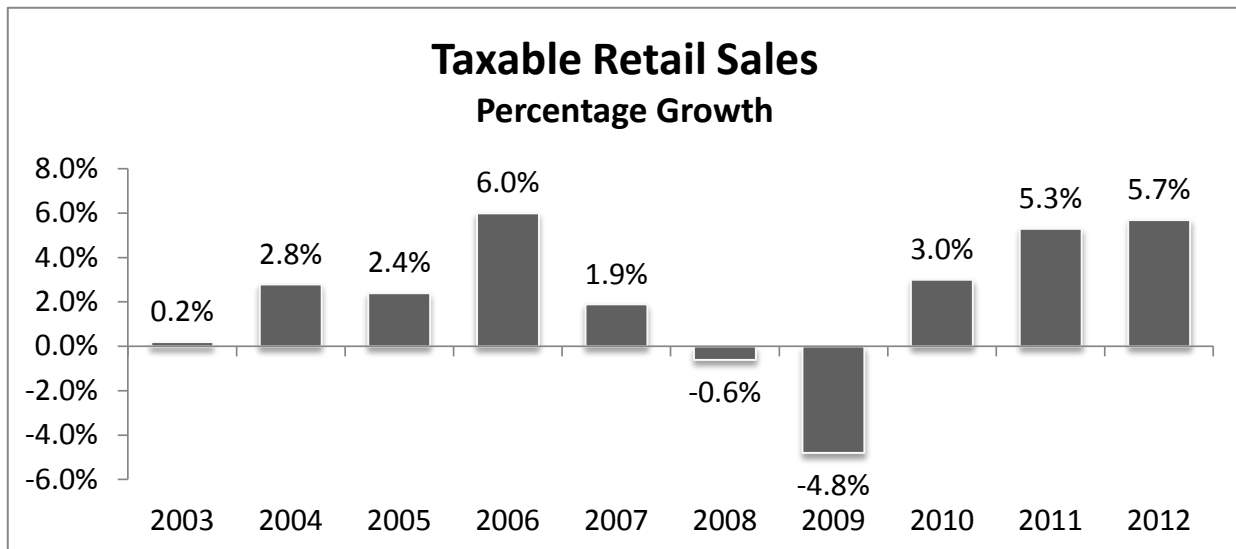
Levy Year	Total Tax Levy	Estimated Actual Value
2000	\$10,864,892	\$7,466,574,450
2001	\$12,232,883	\$8,966,196,099
2002	\$12,659,089	\$9,317,059,875
2003	\$13,365,678	\$10,973,228,233
2004	\$13,625,667	\$11,330,997,519
2005	\$14,675,072	\$12,227,769,741
2006	\$14,985,287	\$12,568,259,292
2007	\$16,783,765	\$13,603,426,669
2008	\$17,231,071	\$13,905,507,484
2009	\$17,852,108	\$14,345,784,572
2010	\$17,790,770	\$14,520,313,995
2011	\$17,556,604	\$14,456,329,831

- (1) Collection year follows the levy year.
- (2) Source: Larimer County Assessor's Office
- (3) Levy and collection is net of tax incremental for the Downtown Development Authority.
- (4) Collections are net of the collection fee charged by Larimer County.

SALES AND USE TAX COLLECTIONS

Year	Taxable Retail Sales	General Sales Tax	General Use Tax	Restricted (1) Sales & Use Tax	Total
2003	\$1,969,208,226	\$43,108,789	\$8,535,379	\$16,050,134	\$67,694,302
2004	\$2,024,683,385	\$44,329,239	\$9,404,326	\$16,991,296	\$70,724,861
2005	\$2,074,097,970	\$45,442,110	\$9,566,032	\$17,363,484	\$72,371,625
2006	\$2,206,064,785	\$48,324,043	\$8,598,737	\$17,927,772	\$74,850,552
2007	\$2,248,521,512	\$49,202,266	\$9,931,629	\$18,511,130	\$77,645,025
2008	\$2,235,259,889	\$49,178,245	\$8,139,614	\$18,191,406	\$75,509,265
2009	\$2,127,903,378	\$47,331,196	\$6,485,179	\$17,003,845	\$70,820,220
2010	\$2,192,637,162	\$49,591,496	\$7,761,959	\$16,661,679	\$74,015,134
2011	\$2,310,934,021	\$67,215,663	\$10,351,865	\$17,336,562	\$94,904,090
2012	\$2,441,692,340	\$72,718,063	\$17,462,108	\$19,787,562	\$109,967,733

1) These amounts represent the three voter-approved 0.25 cent taxes restricted for specific purposes. Also included in the restricted taxes is the vendor fee savings for capital projects and economic vitality.



**HISTORY OF SALES AND USE TAX RATES
RATES (%) 2000 - 2012
ADOPTED RATES (%) 2011– 2012**

Year	Sales & Use Tax (1)	Capital Improvements (2)	KFCG (3)	Total City Sales & Use Tax	Larimer County Tax	State Tax	Total All Taxes
2003	2.25	0.75	-	3.00	0.80	2.90	6.70
2004	2.25	0.75	-	3.00	0.80	2.90	6.70
2005	2.25	0.75	-	3.00	0.80	2.90	6.70
2006	2.25	0.75	-	3.00	0.80	2.90	6.70
2007	2.25	0.75	-	3.00	0.80	2.90	6.70
2008	2.25	0.75	-	3.00	0.80	2.90	6.70
2009	2.25	0.75	-	3.00	0.80	2.90	6.70
2010	2.25	0.75	-	3.00	0.80	2.90	6.70
2011	2.25	0.75	0.85	3.85	0.80	2.90	7.55
2012	2.25	0.75	0.85	3.85	0.60	2.90	7.35
2013	2.25	0.75	0.85	3.85	0.60	2.90	7.35
2014	2.25	0.75	0.85	3.85	0.60	2.90	7.35

(1) **Base tax rate (2.25%)** - Ordinance No. 58, 1967, authorized the initial 1% sales and use tax. Ordinance No. 140, 1979, authorized another 1% beginning April, 1980 and another .25% was authorized beginning in January, 1982 by Ordinance No. 149, 1981.

(2) **Capital improvement tax rate additions** - Ordinance No. 8, 1989 authorized a .25% tax for street capital maintenance beginning July 1, 1989. Ordinance No. 9, 1989 authorized a .25% tax to finance the Choices 95 Capital Improvement Program beginning in January 1990. Ordinance No. 125, 1992 authorized a .25% tax to finance the acquisition, construction, enhancement and maintenance of trail systems, wildlife and other natural areas beginning January 1, 1993. All three taxes expired December 1997. At a municipal election in April, 1997, City residents approved the extension of the three .25% tax rates that expired in December, 1997 to finance the Building Community Choices Capital Improvement Program. The extension covered the period from January 1, 1998 through December 31, 2005.

At the November 5, 2002 election, voters approved an extension of the .25% tax to finance the acquisition, construction, enhancement and maintenance of trail systems, wildlife and other natural areas covering the period from January 1, 2006 through December 31, 2030. At the April, 2005 municipal election, voters approved an extension of the .25% tax financing for Streets and Transportation to help fund the City's Pavement Management Program for the period January 1, 2006 through December 31, 2015. At the November 1, 2005 election, voters approved the extension of the .25% tax financing the Building Community Choices – Community Enhancements capital projects to fund projects in the Building on Basics Capital Improvement Plan. The extension went into effect on January 1, 2006, and is due to expire on December 31, 2015.

(3) **Keep Fort Collins Great (KFCG) tax rate (0.85%)** - On November 2, 2010 the voters approved a .85% increase beginning January 2011, which sunsets December 2020.

User Fee Highlights

Cemeteries – Automatically increased by Denver/Boulder CPI. Not required to go to Council every year.

City Clerk – Fees relating to medical marijuana were increased to fully cover the costs associated with the license application process, as well as post-licensing transfers of ownership and modifications to licensed premises.

Community Development & Neighborhood Services: Current Planning – No changes for 2013-14, however, the Building Permit & Building Plan check base fee amounts were increased per Council action in September 2011.

Community Development & Neighborhood Services: Transportation Development Review – For any Transportation Development Review fee amounts totaling \$65,000 or greater, the City Manager shall have the ability to reduce the fee amount. Such a reduction shall be based on an evaluation and estimation of the staff time needed to process the application and the appropriate fee amount needed to cover expenses incurred.

Cultural Services & Facilities – Most of the fee increases for both standard users and non-profit users including, fees for room rentals, food service fees, performance & meeting event rates, and dish fees are proposed for 2013. The donation processing fee for non-profits is proposed to be increased from 2.5% to 3.5% in 2013 and 4% in 2014. One reduction is recommended for use of the Terrace at the Lincoln Center; from \$175/hour to \$100/hour. These changes would amount to a combined estimated revenue increase of \$9,400 in 2013 and \$3,600 in 2014.

Engineering – The following are the proposed changes for 2013-14:

1. Annexation fee cost to be capped at \$2,000.
2. Minor amendment fee to be decreased from \$250 to \$158. This fee would be collected on all minor amendments and Engineering and Technical Services would be routed on all minor amendments. This is a reduction in the fee amount, but since we are only collecting fees on a portion of the minor amendments the amount collected will be about the same.
3. Road Project fee calculation increased from # of acres of roadway x \$250 to # of acres of roadway x \$3,500.

Golf - Proposed fee increases have to be approved by the Golf Board before they can be implemented. In 2013, a recommendation is being made to increase golf cart rentals by \$1 per 9 holes (\$2 per 18 holes). An increase of \$5,000 in projected revenue is anticipated for the golf cart rental increase for 9 holes. No additional revenue is anticipated for the 18 hole golf cart rental increase. The recommended changes are to increase greens fees in 2014 by \$1 per 9 holes of golf (\$2 for 18 holes) and by \$1 for the twilight golf green fee. The estimated revenue increase is \$75,000 in 2014. No additional revenue is anticipated for the 18 hole or twilight golf increases. A recommendation is also being made in increase 10-play punch card fees in 2014 by \$8.50 for 9 holes (\$17 for 18 holes). The estimated revenue increase for these proposed changes is \$5,000 in 2014.

Information Technology: GIS – No changes

Natural Areas – There are proposed fee increases for using the Primrose Studio at Reservoir Ridge Natural Area in 2013. The non-profit fee would increase from \$10/hour to a minimum of 5 hours at \$20 (\$20/additional hour), the commercial rate would increase from \$30/hour to a minimum of 5 hours at \$40 (\$40/additional hour) and a new fee for wedding related events would be a minimum of 5 hours at \$500 (\$50/additional hour).

Parking – The increases are related to parking at the Civic Center and Old Town parking structures. The proposed rate increase in 2013 for both structures is from \$8/day to \$10/day. This is anticipated to be a negligible change to revenue generation because this fee is rarely used.

Parks – There are a few proposed fee increases for billable services per hour for a combined total increase of \$8/hour in 2013 and \$9/hour in 2014.

Police – No changes

Recreation: Outdoor Sports Facilities – There are proposed fee increases for adults who rent the City Park South ballfield (\$150/game to \$175/game) and for all ballfield lights (\$25/field/hour to \$30/field/hour). Field prep for games is proposed to increase by \$2/prep. These changes would amount to a combined estimated revenue increase of \$3,000 each year.

Recreation: Facility Rentals and Activities – There are several increases in rates facility rentals, activities/classes, passes, ads and sponsor fees. The changes are expected to increase revenue by approximately \$90K in 2013 and \$137K in 2014.

Traffic – No changes

Transit – No changes



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ROBERT J. O’NEILL JR.
ICMA EXECUTIVE DIRECTOR

SAM S. GASTON
ICMA PRESIDENT

WAYNE SOMMER
ACTING DIRECTOR
ICMA CENTER FOR PERFORMANCE MEASUREMENT