



2023-2024

RECOMMENDED BUDGET





2023-2024

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Emily Francis, Mayor Pro Tem
Susan Gutowsky
Julie Pignataro
Tricia Canonico
Shirley Peel
Kelly Ohlson

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BUDGET FOR THE CITY OF FORT COLLINS, OR REQUESTS
FOR MAILING, SHOULD BE DIRECTED TO:



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ACKNOWLEDGEMENTS

FORT COLLINS CITY COUNCIL

Mayor and Council



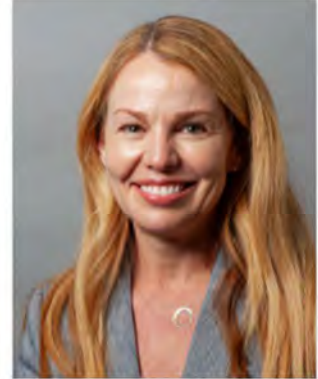
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Thanks to Steve Engemoen for his work on the compensation and benefits components of the 2023-2024 Budget, as well as thanks to the entire Accounting staff for their assistance with various budget documents and work papers.

Special acknowledgement is given to Beth Warren, Tim Campbell and Charley Caudle for their efforts in enhancing and supporting the Budget Analysis and Reporting Tool (BART) and associated reports used during the Budgeting for Outcomes process.

Special recognition also goes to our colleagues in the Communications and Public Involvement Office. Specifically, Amy Resseguie, Tina Chandler, Grant Smith and Amanda King are acknowledged for their work on community outreach and engagement throughout the process.

Large thanks go to everyone else who participated in our budgeting process, specifically those writing budget requests, reviewing budget requests and the financial analysts, as well as department and division management. A lot of energy and effort goes into the City's budgeting processes and it takes the contributions of many to create the budget that best support our community and help achieve the goals of the City's adopted strategic plan.

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SEPTEMBER 1, 2022

TO MAYOR ARNDT & CITY COUNCILMEMBERS:

It is my pleasure to present you with the 2023-2024 Recommended Budget for the City of Fort Collins. This budget cycle marks the first time since 2018 that the organization has undergone a full two-year Budgeting for Outcomes (BFO) process. Given the economic and social challenges at the beginning of the COVID-19 pandemic and recovery efforts in the time since, one-year budgets provided the organization flexibility to address evolving needs. The Budget Lead Team (BLT) is pleased to have returned to a two-year cycle and to present a Recommended Budget that resources community needs, City Council's priorities, and the 2022 Strategic Plan.

While the 2023-2024 Recommended Budget is based on increased revenue projections coming out of the pandemic and recovery period, it also represents a return to basics for the organization. The City is not immune to broader economic conditions, such as inflationary pressures and talent retention and recruitment challenges. As such, the focus of this budget is to invest in existing organizational assets in order to make progress on the goals and objectives identified by City Council and the Strategic Plan.

The budget strategy is threefold:

- **Address Critical Asset Management Needs:** Asset management is a financial pressure felt across the organization, with many needs having been deferred for several budget cycles. This budget funds critical maintenance, repair and replacement to ensure service delivery, reduce safety risks and carbon footprint, and manage costs.
- **Invest in Technology:** Gaps in the City's technology environment, including many platforms and devices at end-of-life or beyond support, pose risks to service delivery and cybersecurity. Prioritizing these improvements will help us better serve residents while increasing the organization's efficiency, effectiveness and security.
- **Lead as a Committed and Competitive Employer:** The City is a primary employer in the region, yet remaining competitive is an ongoing challenge, particularly during this season of recruitment and retention volatility. The Recommended Budget prioritizes engagement and compensation strategies to invest in our workforce and affirm our commitment to supporting, developing and retaining top talent.



Additional themes that you will see reflected in the 2023-2024 Recommended Budget include:

- Advancing City Council priorities, particularly around climate, environmental health, and housing
- Continuing to advance equity in the City's operations and services
- Maintaining service and staffing levels to keep up with community growth and demand
- Leveraging the remaining \$15.8M from the American Recovery Plan Act (ARPA) to further invest in community recovery initiatives

The past three years have held more than their share of upheaval and uncertainty, with all of us navigating the shifting ground of the pandemic and continuing recovery, tumultuous societal and environmental challenges, and significant leadership transitions within the organization. The 2023-2024 Recommended Budget reflects an opportunity and responsibility to leverage these changes and move toward who we want to be as an organization and community. It also exemplifies the challenging tradeoffs between maintaining existing infrastructure, meeting growing service delivery needs, and achieving ambitious goals.

I would like to express my gratitude to the many people who contributed to the 2023-2024 Recommended Budget. First, thank you to the Mayor and City Council for your leadership and collaboration, as well as your vision for Fort Collins.

Thank you also to the many community members who have shared their funding ideas and community priorities. Public engagement began in May and will continue through September to help inform Council's decisions prior to adopting the final budget. A summary

of public engagement will be included in the work session scheduled for October 11.

Finally, thank you to my City colleagues, including the BFO teams who evaluated and ranked hundreds of budget offers, the BLT who spent dozens of hours in deep conversation about challenging tradeoffs, and the hundreds of City staff who work to deliver exceptional community services every day.

Respectfully submitted,

Kelly DiMartino

Kelly DiMartino
City Manager





2023-2024 BUDGET OVERVIEW

2023-2024 BUDGET OUTCOMES AND THEMES

The 2023-2024 Recommended Budget evaluates available resources, allocates revenues to the highest priorities and seeks to fund the programs and services that are most likely to achieve the seven key Strategic Outcomes identified by Council:

- **Neighborhood Livability & Social Health**
- **Culture & Recreation**
- **Economic Health**
- **Environmental Health**
- **Safe Community**
- **Transportation & Mobility**
- **High Performing Government**

The adopted 2021-2023 City Council Priorities were a key input into the updated 2022 Strategic Plan adopted earlier this year. Within that guiding document, each Outcome has a series of strategic objectives, or goals of the City, which are the primary drivers for the City's budget work. Budget requests (aka offers) are prioritized based on how the work associated with the offer will help move the City toward achieving its strategic objectives.

Emerging themes were shared with City Council in June, prior to the work of the executive team to make final decision for what should be included in the 2023-2024 Recommended Budget. These themes resonated heavily throughout the deliberations, including:

1. Maintaining and investing in existing assets to reduce maintenance backlog

As the community continues to grow, and long-standing and critical assets age, so do the costs and number of staff required to effectively maintain their performance and level of service to the community. This recommended budget includes a number of offers that fund asset management with core maintenance dollars and staffing to help maintain the City's diverse portfolio of assets.

2. Advance Council's priorities - specifically Climate, Environmental Health and Housing

The priorities of City Council, as reflected in their adopted priorities and the Strategic Plan, are important guides to the crafting of the recommended budget. Specific

attention was paid to climate, environmental health and housing. Funding from the American Rescue Plan Act (ARPA) was a key enabler for some of these investments.

3. Invest, retain, and develop our current City talent, while keeping up with market to be a competitive employer

In a time that has been coined the Employee Revolution, we have seen an increase in employee turnover above target thresholds. Exit data aligns with Front Range comparable communities and consultant reviews indicating the City is falling behind market in salary compensation. Investments have been made to bring positions back to a more market-competitive level and help the City in retaining existing staff and recruiting future staff.

4. Investment in new platforms as current technology expires / addressing technological debt

Advances in business processes, technology, and cybersecurity all go hand in hand. As one advances, so do the others. The City's IT offers in this recommended budget not only address maintaining its core IT assets and software systems, but are also investing in newer technologies to replace older, legacy toolsets. This will speed up business processes, provide easier access to information, increase productivity and communication, and protect sensitive and valuable information. These investments in up-to-date digital toolsets and infrastructure will lead to innovative ways the City can continue its mission to serve this community in a safe, cost-effective, and efficient manner.

5. Maintaining services levels in alignment with community growth

The Fort Collins community continues to grow, as do many other municipalities along the northern Front Range. A growing population contributes to greater use of City facilities, participation in programs, and demand for services. Expanded staffing in specific areas and additional programmatic funding are important to maintain the existing levels of service the City provides to the residents and businesses in our community.

6. Recovery-driven investments funded by the American Rescue Plan Act (ARPA)

The City of Fort Collins received federal funding through the American Rescue Plan Act to assist with the revitalization of our services for our community. The remaining available funds of \$15.8M are included in this budget. These funds provide a substantial infusion of resources to address the pandemic and its economic fallout, while laying the foundation for a strong and equitable recovery. Of that amount remaining, \$2.5 million has been put into an offer for local matching funds for significant regional projects supported by state-level ARPA money to benefit our community. Additionally, \$4.8M has been devoted to revenue recovery, allowing the City to invest in other aspects of the adopted Recovery Plan, including environmental and homelessness initiatives.

EQUITY IN BUDGETING

The City of Fort Collins is committed to making budget information more accessible and easier to understand for all community members by providing summary documents for the 2023-2024 Recommended Budget called Budgets in Brief. These smaller documents are written to minimize technical jargon and are published in Spanish and English. They have been published for the 2023-2024 Recommended Budget and are visible at fcgov.com/budget. Budgets in Brief are available at City Hall and upon request.

In developing the 2023-2024 Budget, the City expanded on the equity approach previously applied in the 2022 Budget. Leveraging practices from work being done in communities around the country, this year's offers described how they are working toward 2022 Strategic Objective 1.4 – *Advance equity for all with an emphasis on racial justice to remove systemic barriers so that persons of all identities, including race, ethnicity, religion, gender, age, class, sexual orientation, and mental and physical abilities can fully participate in City services and experience equitable community outcomes.*

The Equity Office worked with the Budget Leadership Team to update the Seller's

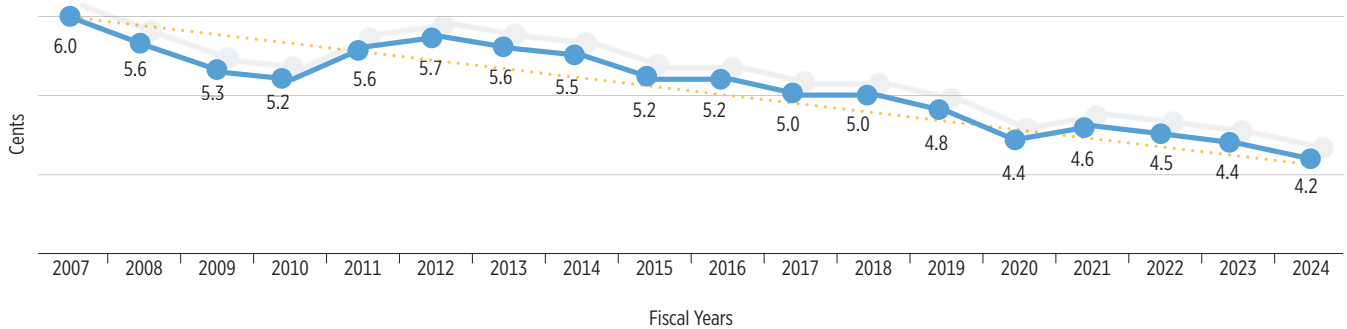
Guide to Equity for the BFO process. This document helped staff write budget requests with consideration toward how the program or service advanced equity via a series of equity prompts designed to illuminate areas of the budget where equity gains were possible. The equity prompts addressed considerations for engagement and impacts on communities of color, people living with disabilities, economically disadvantaged communities, multicultural and women-owned businesses, staff development, and other affinities, as listed in the strategic objective. Training and education opportunities were provided to staff and department teams, along with interactive workshops where equity in offers could be discussed.

Based on continued community and staff feedback, and while also acknowledging advances that have been made in the diversity, equity, and inclusion space this year, it remains clear the City must continue focusing, refining, and applying an equity lens to service delivery and throughout our community via culturally sensitive community engagement, strategic planning, and budgeting processes to demonstrate how the City is dedicated to improving the lives of all community members.



PRICE OF GOVERNMENT FOR THE CITY OF FORT COLLINS

(cents of every dollar earned going to pay for City services, including utilities and golf)



Note: 2022 is estimated due to lag time in the availability of data from the U.S. Bureau of Economic Analysis; 2023-2024 are forecasts/projections



PRICE OF GOVERNMENT

The City continued to use a priority-based budgeting process known as Budgeting for Outcomes (BFO) to prepare the 2023-2024 Recommended Budget. That process, in its purest sense, addresses the fundamental question, “How can residents and businesses get the most value for the taxes and fees they pay?”

The concept of the “Price of Government” examines how much residents pay for City services compared to the estimated income in the community. This analysis allows the City to compare what Fort Collins residents pay for those services on an annual basis and see how that has changed over time. Historically, Americans have spent approximately the equivalent of 35 cents of every dollar of annual personal income to buy services from their federal, state and local governments. Of the 35 cents, 20 cents has been for services from the federal government, 8 cents for state government services, and 7 cents for local government services.

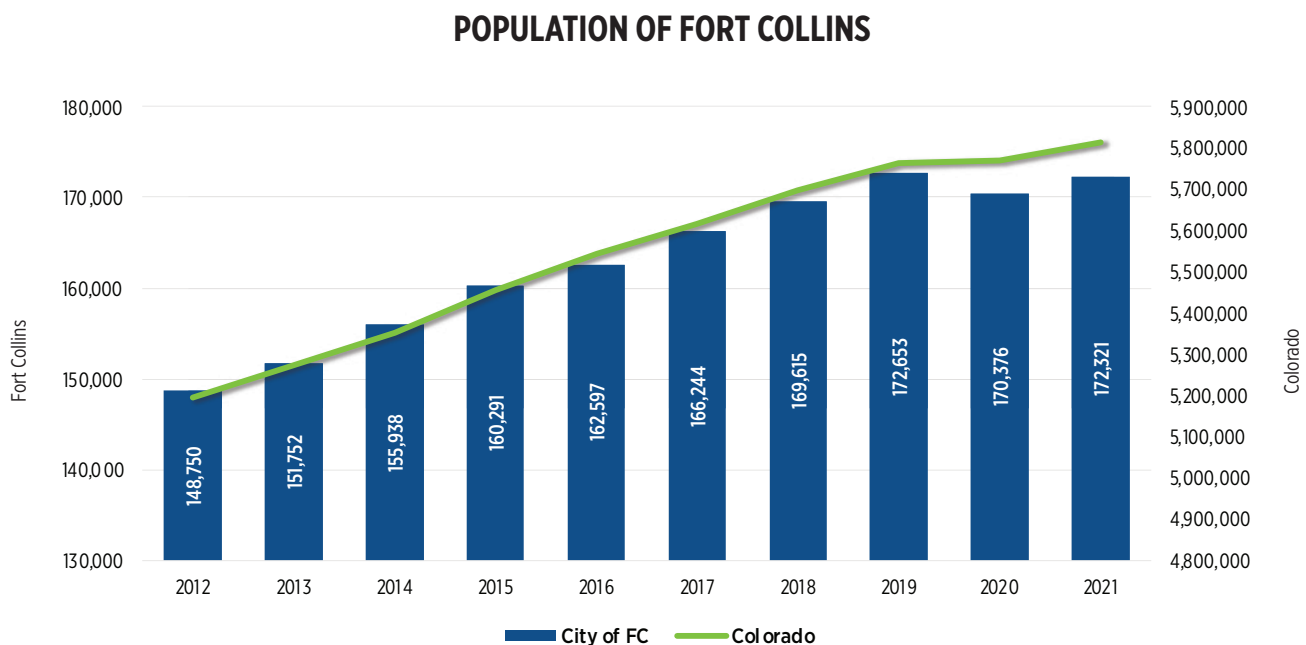
In calculating the Price of Government for the 2023-2024 Recommended Budget, data from the United States Bureau of Economic Analysis (U.S. BEA) was used. This data is a key input in the calculation of the Fort Collins Price of Government, and as such, the historical figures represented in the chart have been refreshed from prior-year budget documents whenever the U.S. BEA updates those previously reported figures.

Fort Collins residents are projected to spend approximately 4.4 cents of each dollar earned on City services in 2023. Over the past 20 years the City’s focus on continuous improvement, combined with prudent fiscal leadership, has helped drive a reduction in the price of government for our residents from 6.0 cents in 2007 to a recent sustained trend of approximately 4.5 cents. The other important driver of these results and estimates is due to new residents moving to the area with higher-than-median incomes. Although this trend in the Price of Government is desirable, increased demands for services and maintaining City assets may have an impact in the future.

ECONOMIC OUTLOOK

While the labor market continues its strong recovery, high inflation and tightening monetary conditions dampen the economic outlook for the U.S. and Colorado. The downward pressure stems primarily from the response to Federal Reserve's interest rate hikes and guidance for 2022 and 2023. Pressures from supply and demand mismatch for consumer goods, energy products, and labor create other issues during the forecast period.

Colorado outperformed the nation and most states in job recovery and growth. The State recorded 2,855,000 jobs as of May 2022—1.2% above the prerecession peak and 4.6% above May 2021 levels. Colorado is one of just 14 states above pre-recession levels. The unemployment rate descended to 3.5% in May.



SOURCES: US Census / State of Colorado – Dept of Local Affairs / City of Fort Collins Planning Dept

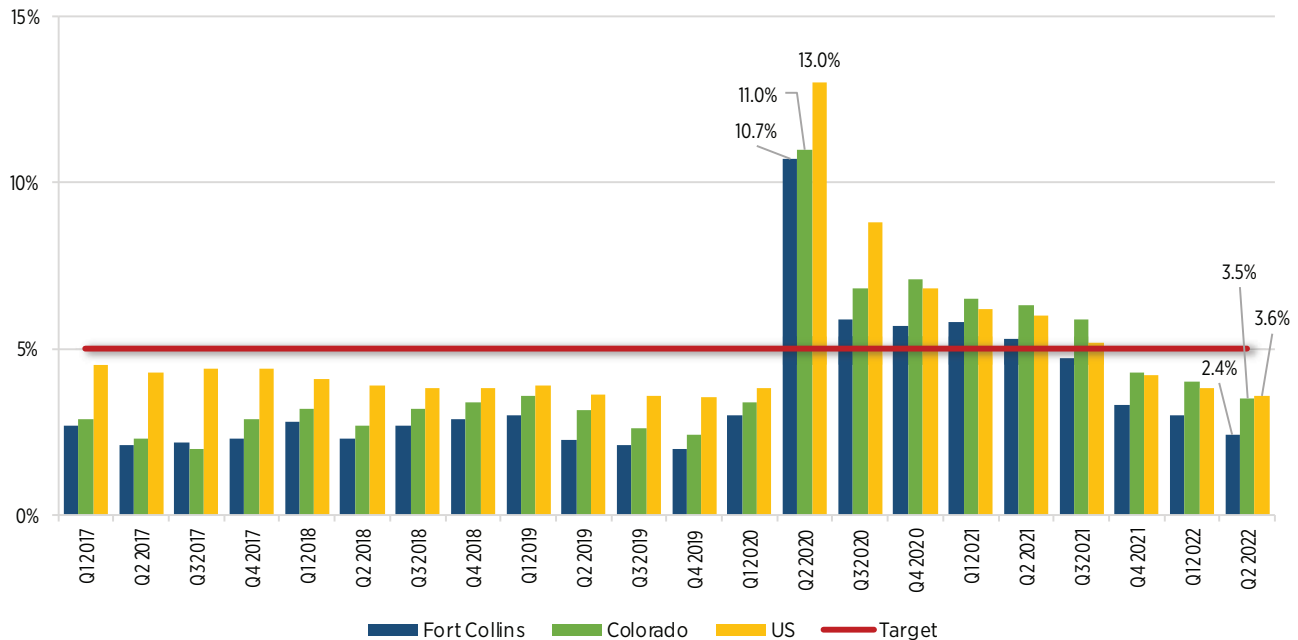
Population

Fort Collins continues to attract new residents, outpacing population growth for both Colorado and the U.S. for the period 2011-2020. Fort Collins saw an average annual increase of 1.5% between 2012 and 2021 (estimate). The state of Colorado and the U.S. have grown an average annual rate of 1.2% and 0.6%, respectively, over the same period.

16%

Fort Collins saw a population increase of 16% from 2012-2021

UNEMPLOYMENT



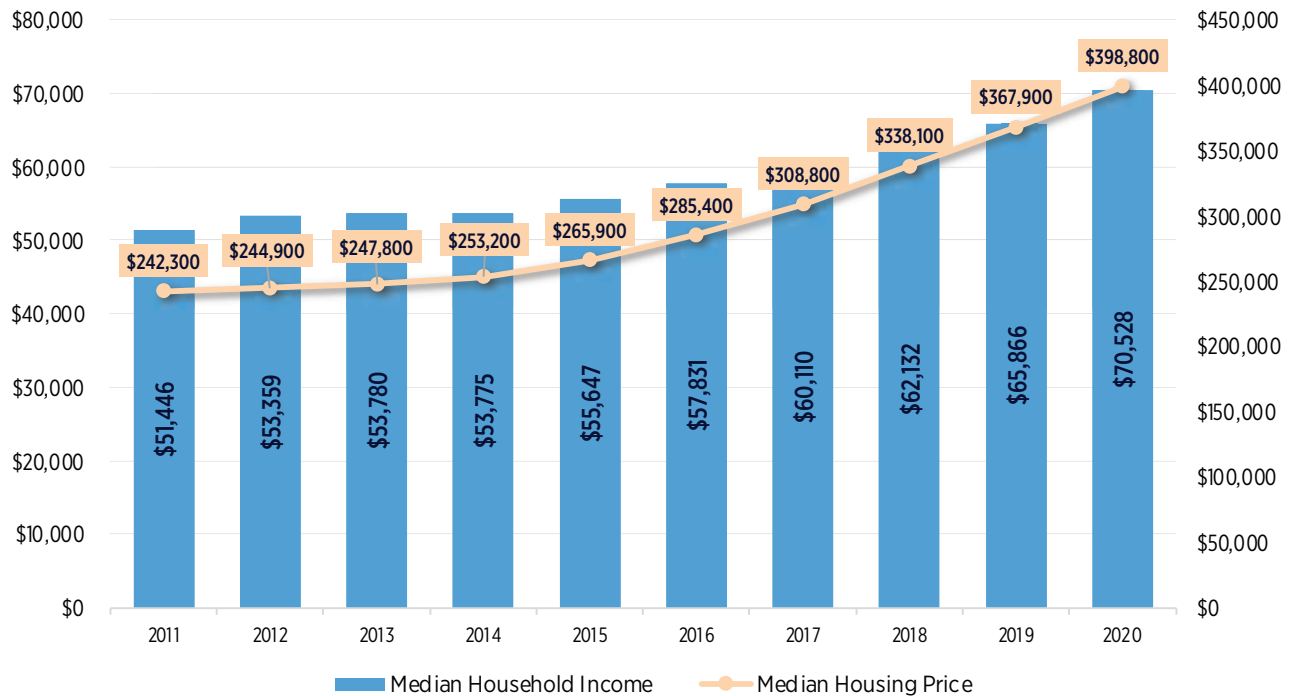
SOURCES: State of Colorado – 2022 Midyear Economic Update / CU Leeds School of Business



Unemployment

The COVID-19 pandemic in 2020 had brought nine consecutive years of job growth to an abrupt halt, impacting every industry in the state. Colorado's unemployment rate has significantly retreated from the record highs seen in April 2020 due to the pandemic, sitting at 3.5% in May 2022. The Boulder Metropolitan Statistical Area (MSA) had the lowest unemployment rate within the state in May at 2.4%, followed by Fort Collins at 2.6%. The target of 5.0% was selected because common economic thinking is that percent reflects full employment, meaning there is still a supply of jobs available for people looking for work while not being so high as to have a negative impact on the economy.

MEDIAN HOUSEHOLD INCOME



SOURCES: U.S. Census / State of Colorado – Dept of Local Affairs / City of Fort Collins Planning Dept

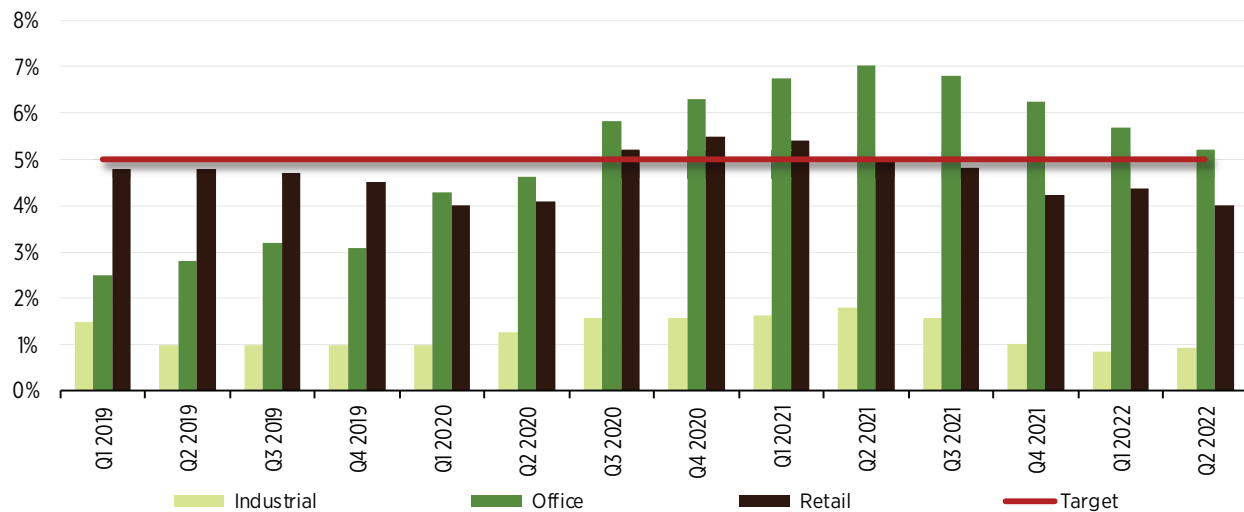


Median Household Income

Wage growth in Fort Collins mirrors the wage stagnation found across the United States, and median household income for Fort Collins in 2020 is \$70,528 based on the most recent available data. When we look at the average annual growth rate of median household income from 2011-2020, which is 3.2%, compared to the median housing price average annual growth rate of 5.1% over the same period, we see that Fort Collins is facing housing costs that have outpaced income growth, particularly since 2016, and significantly more so in 2019 and 2020. Housing that is affordable remains a critical issue for the Fort Collins community.

Workers in Fort Collins Metropolitan Statistical Area (MSA) had an average hourly wage of \$27.51 in 2021, compared to the nationwide average of \$27.29 (U.S. Bureau of Labor Statistics).

COMMERCIAL REAL ESTATE VACANCY RATES



Data Source: The Realtec Report Q4 2020



Commercial Real Estate Vacancy Rates

OFFICE VACANCY RATE: Nearly two-and-a-half years since the start of the pandemic, the office sector continues to struggle, facing an unstable short-term outlook as it contends with record vacancy rates. But the sector's long-term future is also hazy as hybrid and work-from-home models continue to solidify and rising inflation rates further disincentivize workers to return to office environments.

INDUSTRIAL VACANCY RATE: Regardless of shifting economic trends and uncertainty in

other sectors, industrial assets continue to attract unrelenting investor attention. With supply far outstripped by demand, developers are starting to adopt new models of industrial development.

RETAIL VACANCY RATE: With retail shopping increasing, there is predicted continued growth in retail with declining vacancy rates. Expected areas of growth are in small businesses located in standalone units and multi-unit buildings in neighborhood settings and popular retail areas.

Credit Rating

In 2022 Moody's Investor Services reassessed the City's credit rating and reassigned a Aaa rating. The primary drivers for this continued credit rating are:

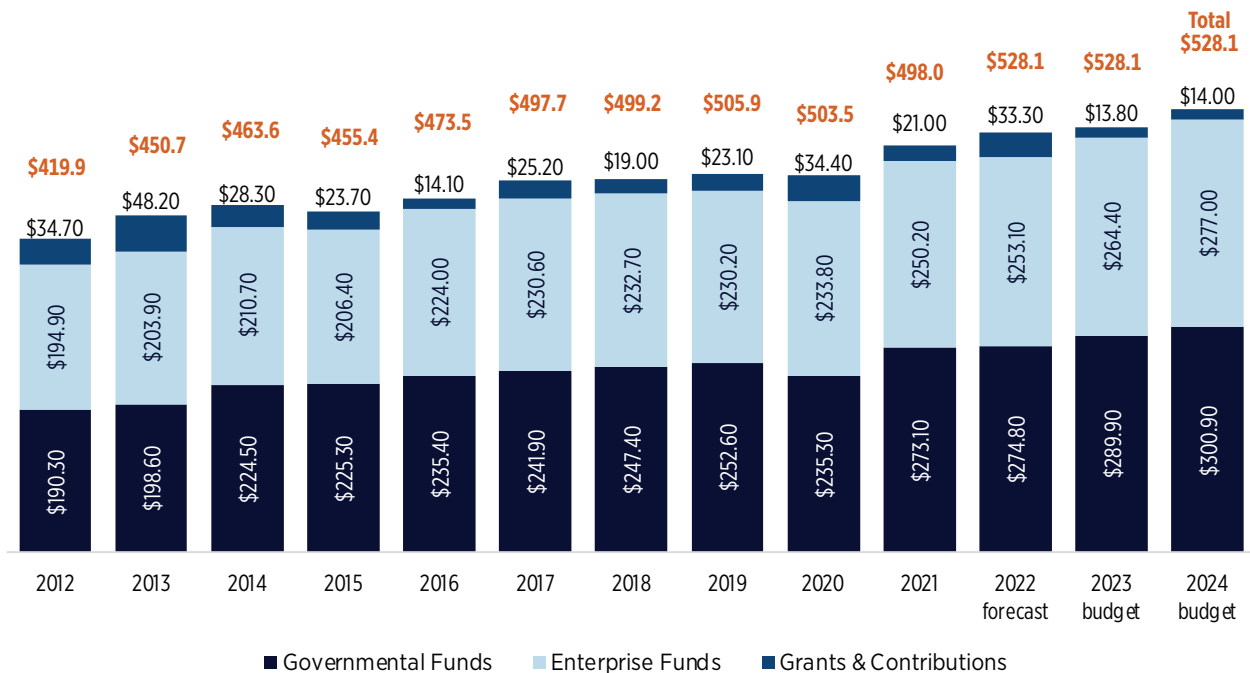
- The City's sizable and vibrant economy with a large and expanding tax base and a strong institutional presence
- CSU as an economic anchor

- The long trend of healthy financial operations and reserves, including benefiting from very low debt, pension, and fixed cost burden

This highly favorable investment grade credit rating, maintained by less than 5% of governments, allows the City to pay less interest on its debt issuances.

CITY REVENUE

(\$ millions)



2023-2024 REVENUE

Actual 2022 year-to-date revenue has been significantly over budget, primarily from unexpected Sales Tax growth. This 2023-2024 Recommended Budget includes modest growth assumptions for 2023 and 2024, off of that much higher forecasted base at the end of 2022, as our local economy continues to recover from the pandemic. Acknowledging the concerns of how deep and long lasting the next recession will be, this budget reflects a cautiously optimistic outlook for continuing recovery this year and into 2023-2024. This outlook is reflected in the assumptions used to estimate revenues.

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

* Revenues exclude the impact of unrealized investment gains or losses.

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



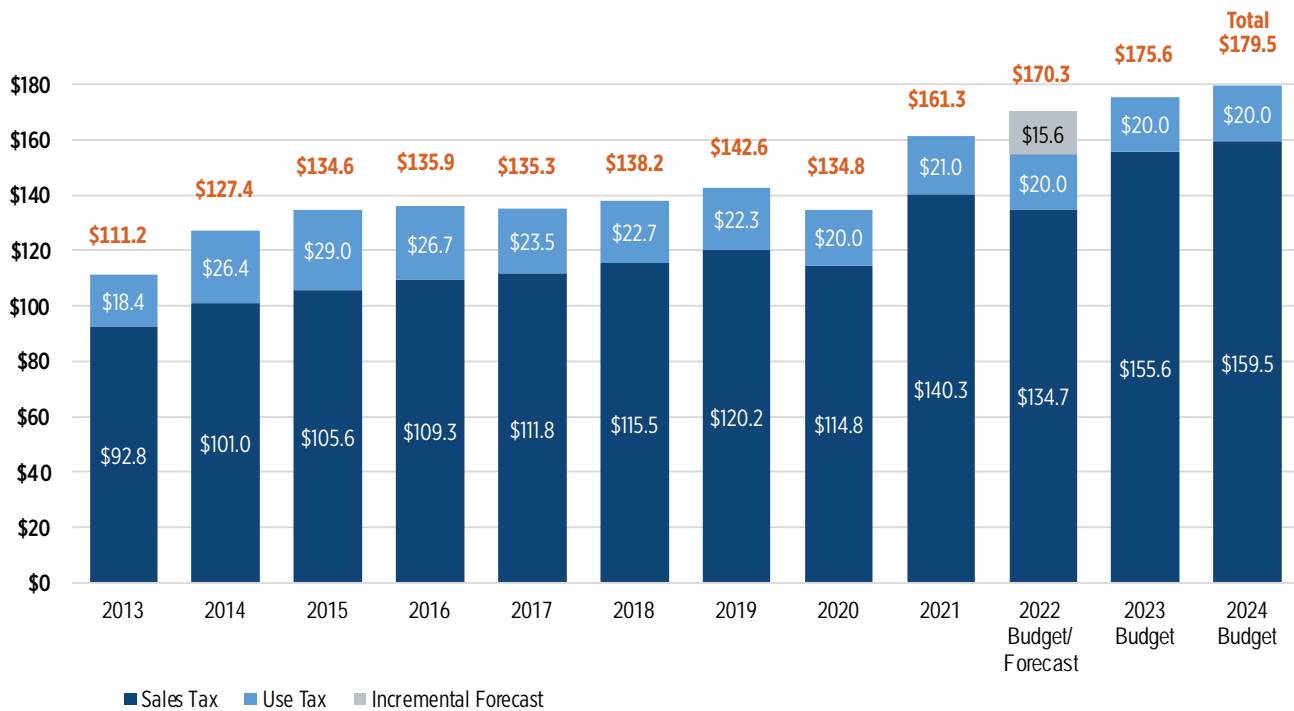
Governmental Revenue

Governmental revenue includes all revenue except those collected from rates that support enterprise operations such as utilities, broadband and golf. The General Fund accounts for 69% of all governmental revenue in the current budget. Those General Fund revenues support a wide array of basic municipal services and the specific revenues supporting these municipal operations come from multiple sources. Revenue growth assumptions for each of the major revenue sources are described below.

- **Sales Tax:** 2022 Sales Tax revenue accounts for about 57% of the General Fund revenue collected and 48% of total governmental revenues. The 2022 adopted budget assumed \$134.7M in sales tax revenue, and the revised mid-year forecast has been increased to \$150.3M. This revised 2022 forecast is utilized as the base for assumed 2023-2024 revenue. 2023 assumes 3.5% growth, amounting to \$155.6M. 2024 then assumes an additional 2.5%, amounting to \$159.5M.
- **Use Tax:** Use tax receipts reflect the local community's investment in new equipment and buildings, as well as vehicle purchases. 2022 Use Tax revenue accounts for about 8% of the General Fund revenue collected and 7% of total governmental revenues. The 2023-2024 Budget assumes Use Tax collections of \$20.0M in each year, which is basically flat to 2022 based on continued strength in the development review pipeline.
- **Property Tax:** 2022 Property Tax revenue accounts for about 15% of the General Fund revenue collected and 10% of total governmental revenue. The property tax assessment remains unchanged since 1992 at 9.797 mills. Property Taxes for 2023 are anticipated to increase 1% over 2022 budgeted assessments, with a substantially higher increase forecasted by the County of 13% in 2024. Per an intergovernmental agreement, two-thirds of Property Tax is given to Poudre Fire Authority (PFA).
- **Payments in Lieu of Taxes (PILOT):** PILOTs are collected by all City-owned utilities except for Stormwater. In 2022 these payments accounted for about 6% of the General Fund revenue and 4% of total governmental revenue.
- **User Charges/Fees:** This category includes park fees, recreation fees, development fees, administrative charges, court costs, etc. This revenue source accounts for about 6% of the General Fund revenue collected and 13% of total governmental revenue. User charges and fees vary significantly by the type of charge or fee.

SALES AND USE TAX REVENUE

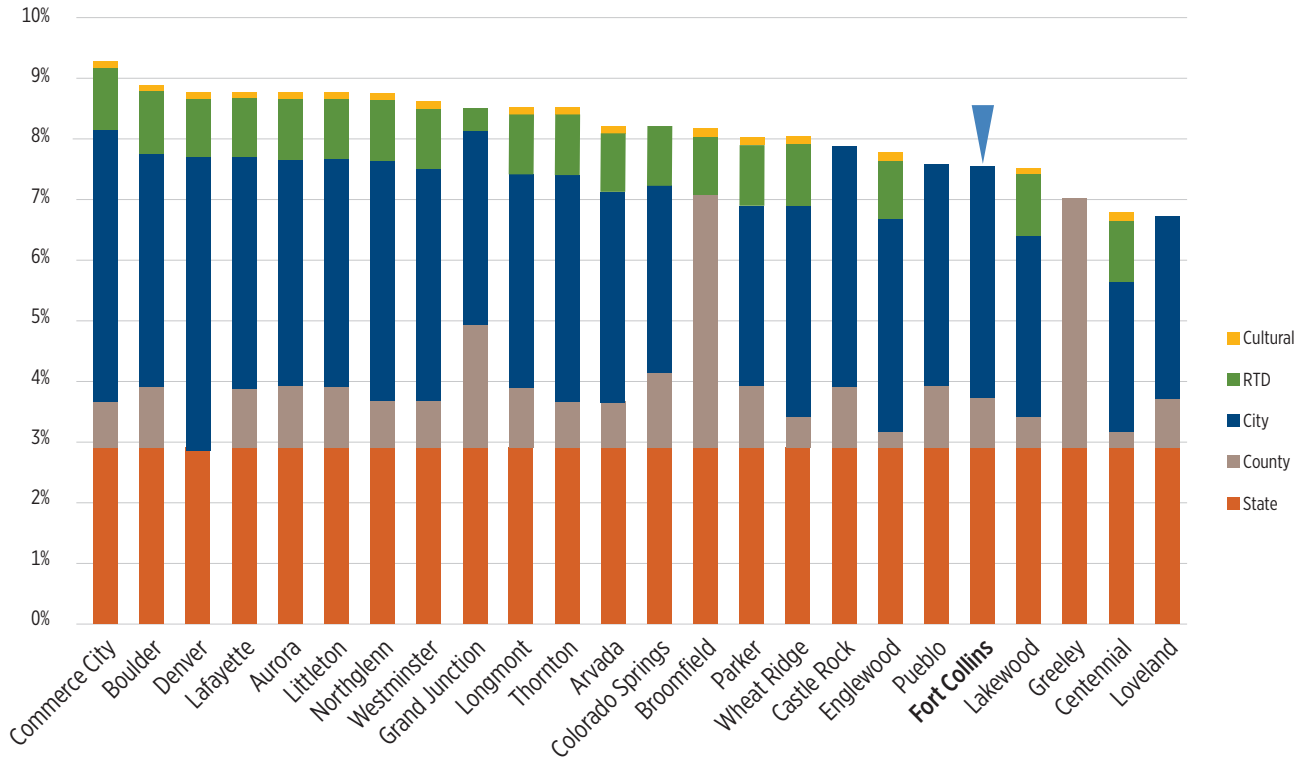
(\$ millions)



SALES AND USE TAX TRENDS

The rate for sales and use taxes earmarked for general operations remains at 2.85% and four 0.25% voter-approved tax initiatives, which are available for the various restricted purposes listed in the ballot language. Thus, the total City tax rate of 3.85%. This chart shows the history of Sales and Use Tax collections. Note that 2022 displays the original budget along with the increase in the revised forecast.

SALES TAX RATE COMPARISON



Note: Includes all city, county, state, and special district taxes with data as of August 2022



SALES TAX RATE COMPARISON

The overall sales tax rate in Fort Collins is 7.55% including the county and state sales tax rates. This table shows the total Fort Collins sales tax rate compared with other Front Range cities.

ENTERPRISE FUND REVENUE & UTILITY RATES

The City's Enterprise Funds are those funds that provide services based on fees generated to support operations. These services include Electric, Water, Wastewater, Stormwater, and Broadband. It should be noted that Broadband is still in buildout mode as it continues to work to provide new service opportunities to residents and businesses.

Rate increases for the existing utilities are:

- **Electric Utility**

Electric rates are proposed to increase 5.0% in both 2023 and 2024 due to inflationary pressures driving significant cost increases in capital investments, as well as the anticipated increased power supply costs from Platte River Power Authority (PRPA). The City purchases wholesale power from PRPA and then distributes it to our customers. The PRPA Board will finalize rate changes in October 2022 before the final rates are incorporated into the 2023-2024 Adopted Budget.

- **Water Utility**

The Water Utility rate increases of 4.0% in both years are being driven primarily by inflationary impacts to planned capital improvements. The most recent water rate increase was 2.0% in 2021.

- **Wastewater Utility**

Increases in the Wastewater Utility of 4.0% each year are driven by increasing operating and material costs since the last rate increase of 3.0% in 2018.

- **Stormwater Utility**

Stormwater capital investments will need to be paid for through a combination of new development fees, available cash reserves and potential bond proceeds. Inflationary pressures on materials needed for these investments will require rate increases of 3.0% in both years of this budget cycle. The last stormwater rate increase of 2.0% was in 2020. Recent increases in the cost of capital will have a direct impact on anticipated future debt issuances.

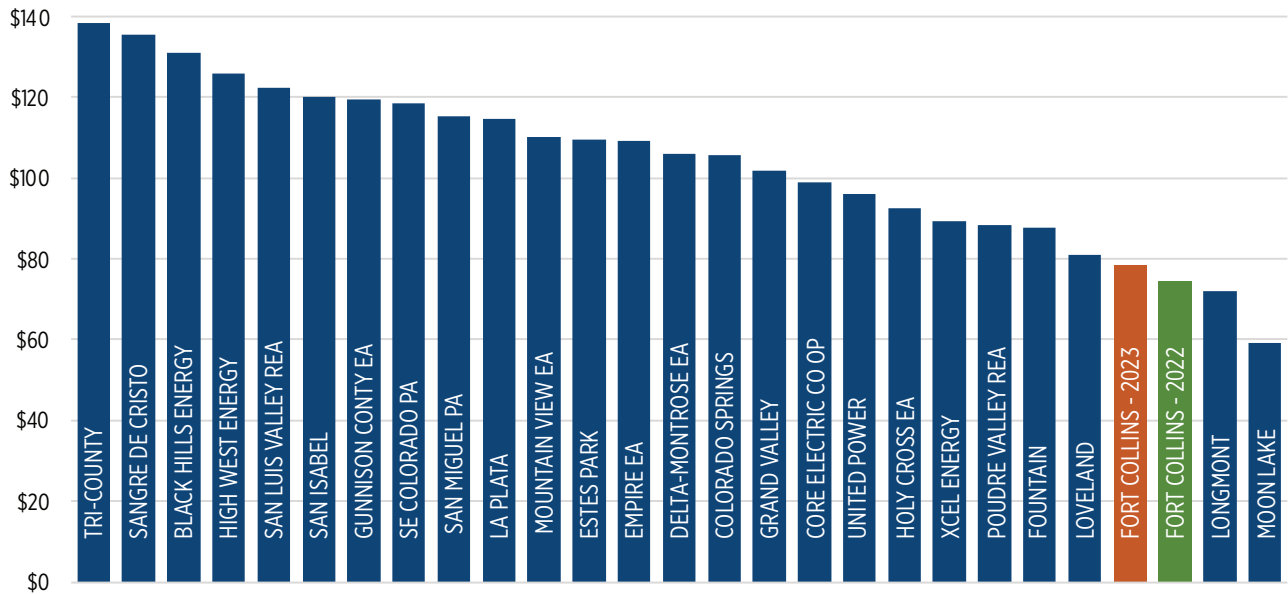
The following table is a summary of 2021 and 2022 actual average rate increases and the proposed average rate increase in the utilities for 2023 and 2024:

Utility Rate Adjustments

	Actual 2021	Actual 2022	Budget 2023	Budget 2024
Electric	3.0%	2.0%	5.0%	5.0%
Water	2.0%	0.0%	4.0%	4.0%
Wastewater	0.0%	0.0%	4.0%	4.0%
Stormwater	0.0%	0.0%	3.0%	3.0%

RESIDENTIAL ELECTRIC COST COMPARISON

(700 kWh per month)



* Colorado Utilities with more than 7,500 residential meters

* Source: Colorado Association of Municipal Utilities, January 2022 data

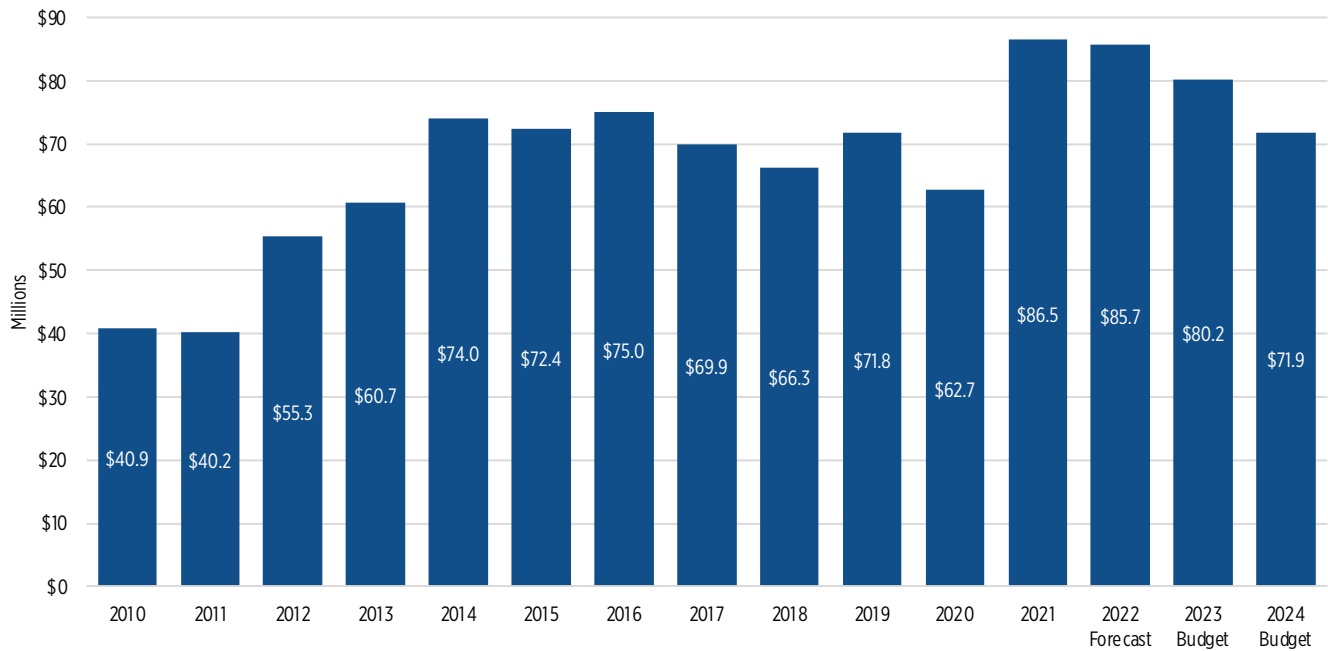


RESIDENTIAL ELECTRIC COST COMPARISON

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. The green bar in the graph represents the cost based on the 2022 average rates; the orange bar represents the cost after the 2023 rate increase.

GENERAL FUND - FUND BALANCE

2010-2024



Note: Excludes impact of American Recovery Plan Act (ARPA) funding.



2023-2024 RESERVES

The year-end balances of the General Fund grew from 2011 to 2014 based on an improving economy coming out of the Great Recession and intentional efforts to retain a portion of each year's unanticipated revenue to minimize the impact of future economic downturns. Fund balance hovered around \$70M for the next few years until the pandemic hit.

Reserves were used during 2020 to offset declining revenues due to COVID-19 while trying to minimize program and service delivery impacts to the community. 2021 saw a strong economic rebound deliver sales tax growth above budget along with budgetary underspend driven by pandemic-

related challenges like the global supply chain. Those financial forces continue in 2022 nullifying planned use of General Fund reserves in the 2022 Budget.

The 2023-2024 Recommended Budget leverages this financial opportunity to make significant investments in asset management and other capital needs that have been growing during the recent times of pandemic-related uncertainty.

HISTORICAL USE OF RESERVES

(\$ millions)

Fund	2016	2017	2018	2019	2020	2021	2022	2023	2024
General Fund	\$6.2	\$6.2	\$5.1	\$3.4	\$4.0	\$8.4	\$6.7	\$5.6	\$8.4
American Rescue Plan	-	-	-	-	-	-	4.1	10.9	4.9
Capital Expansion	1.1	-	-	-	1.4	3.5	0.1	0.03	0.03
KFCG	2.8	5.2	4.8	1.7	1.5	3.1	2.0	1.6	-
Neighborhood Parkland	-	0.8	1.2	1.4	-	-	2.9	2.1	2.1
Natural Areas	-	0.6	1.3	0.3	-	0.3	1.1	0.8	-
Transit	0.6	0.4	0.4	0.1	-	1.5	-	-	-
Transportation Cap Ex	-	0.9	1.1	5.4	0.2	1.1	-	-	-
Transportation	0.5	1.4	2.8	2.2	2.6	1.5	0.8	3.2	2.7
L&P	8.2	9.5	4.5	0.3	-	1.6	-	4.3	5.9
Water	7.4	1.1	1.0	-	-	2.7	5.9	18.0	12.6
Wastewater	3.5	1.3	6.8	-	-	7.0	0.5	6.7	2.4
Stormwater	0.1	1.3	1.1	-	-	4.9	0.1	1.0	4.0
Self Insurance	0.3	-	-	0.0	0.1	-	-	-	-
Data & Communications	0.2	1.7	0.2	0.9	0.5	0.5	0.7	-	0.8
Benefits	0.2	-	-	-	0.6	1.1	3.8	1.8	2.4
CSA	0.5	-	0.1	0.3	0.2	-	1.6	0.6	0.7
All Other Funds	1.2	1.7	1.7	2.6	0.9	10.4	2.6	2.7	0.5
Grand Total	\$32.7	\$32.1	\$32.1	\$18.6	\$12.0	\$47.6	\$32.9	\$59.3	\$47.4

Note: The figures above exclude the General Employees Retirement Plan Fund since reserves fund the plan as designed, and the Broadband Fund due to the communicated business intention of using reserves for operations until anticipated revenue levels cover ongoing expenses. The Downtown Development Authority (DDA) is also excluded.



HISTORICAL USE OF RESERVES

The chart displays the historical budgeted use of reserves Citywide. The City intentionally builds and uses reserves for investments in significant capital projects. The use of reserves spiked in 2021 due to both the \$12.0M bridge near Vine and Lemay, as well as the use of reserves to bridge the forecasted revenue gap caused by the pandemic. Reserves in the 2023-2024 Budget are significantly higher, primarily for capital investments throughout the community and the specific offers supported by the American Rescue Plan.

YEAR-END FUND BALANCE

(\$ millions)

Fund	Actual Fund Balance 12/31/21	Projected Fund Balance 12/31/22	Projected Fund Balance 12/31/23	Projected Fund Balance 12/31/24
General	\$86.5	\$85.7	\$80.2	\$71.9
Keep Fort Collins Great	4.8	2.8	0	0
Transportation Services	7.2	6.4	5.4	2.8
Capital Projects	7.5	7.5	9.4	9.5
Other Governmental Funds	89.6	92.6	91.5	103.1
Electric and Telecommunications *	191.9	189.8	180.9	180.2
Water *	336.4	337.4	342.5	341.7
Wastewater *	196.0	197.6	201.5	202.4
Stormwater *	165.9	171.5	176.5	180.1
Internal Service Funds	31.8	27.8	26.9	24.3
Other Funds	60.1	57.7	59.8	52.3
Grand Total	\$1,177.6	\$1,177.0	\$1,174.6	\$1,168.2

Notes:

1) Dollars are shown in Millions

2) Fund balance is composed of unrestricted, restricted, and non-liquid assets. The fund balance of funds with an asterisk (*) include non-liquid capital assets such as land and buildings.

3) Includes GID and URA fund balances, but not DDA fund balances.



YEAR END FUND BALANCE

Overall City fund balances are healthy and above local and state requirements for minimum fund balances. Solid financial management of City finances has enabled the prudent build-up of reserves, which is typically used for larger capital projects and other strategic investments, as included in the 2023-2024 Recommended Budget. The City closely monitors fund balance relative to economic conditions and forecasts. This table displays Citywide fund balances and how they have changed over the last few years.

TOTAL AND NET CITY BUDGET

(\$ millions)

	Original 2022	2023	% Change	2024	% Change
Operating	\$635.0	\$689.0	8.5%	\$715.6	3.9%
Debt	32.2	39.4	22.6%	45.5	15.2%
Capital*	67.2	78.2	16.5%	64.5	-17.5%
Total City Appropriations**	734.4	806.7	9.8%	825.6	2.3%
Less					
Internal Service Funds	(87.9)	(92.3)	5.0%	(98.3)	6.5%
Transfers to Other Funds	(68.4)	(76.8)	12.2%	(78.2)	1.8%
GIDs	(0.2)	(0.2)	7.6%	(0.2)	0.5%
URAs	(6.2)	(5.7)	-7.9%	(5.8)	2.1%
DDA	(18.0)	(25.4)	41.3%	(25.4)	0.0%
Total	(180.7)	(200.4)	10.9%	(208.0)	3.8%
Net City Budget	\$553.7	\$606.3	9.5%	\$617.6	1.9%

* Capital in this table includes all capital related items, which will be significantly greater than the sum of Capita Project offers

**This includes the GID #1, GID #15, URA and DDA, all of which are appropriated in separate ordinances



2023-2024 BUDGET SUMMARY

The total budget for all City funds is \$806.7M for 2023 and \$825.6M for 2024. This table compares the original 2022 Budget with the 2023-2024 Recommended Budget, including the net operating budgets, capital improvement budgets and debt service. The Net City Budget (the budget excluding internal transfers and charges) is \$606.3M for 2023, an increase of 9.5% compared to the 2022 Net City Original Budget. The Net City Budget for 2024 is \$617.6, an increase of 1.9%.

CAPITAL IMPROVEMENTS

The City allocates revenues for a variety of capital improvement projects ranging from street projects and City facility improvements to electric substations. Total capital expenses included in the 2023-2024 Recommended Budget total \$78.2M in 2023 and \$64.5M in 2024. 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 primary exceptions to this are the federal operating and capital grants leveraged in the Transit Fund.

The 2023-2024 Budget funds numerous large capital projects in Parks, Transportation, and Utilities. These projects include, but are not limited to, recreational trail development, neighborhood park design and construction, and intersection improvements at College/ Drake and College/Trilby, as well as various street, bridge, and sidewalk improvements. Various infrastructure projects and system improvements across all five utilities are also in this budget, including Water Utility funding for ongoing permitting and design of Halligan Reservoir. The following capital projects map displays where those recommended projects are located followed by a list of the projects.

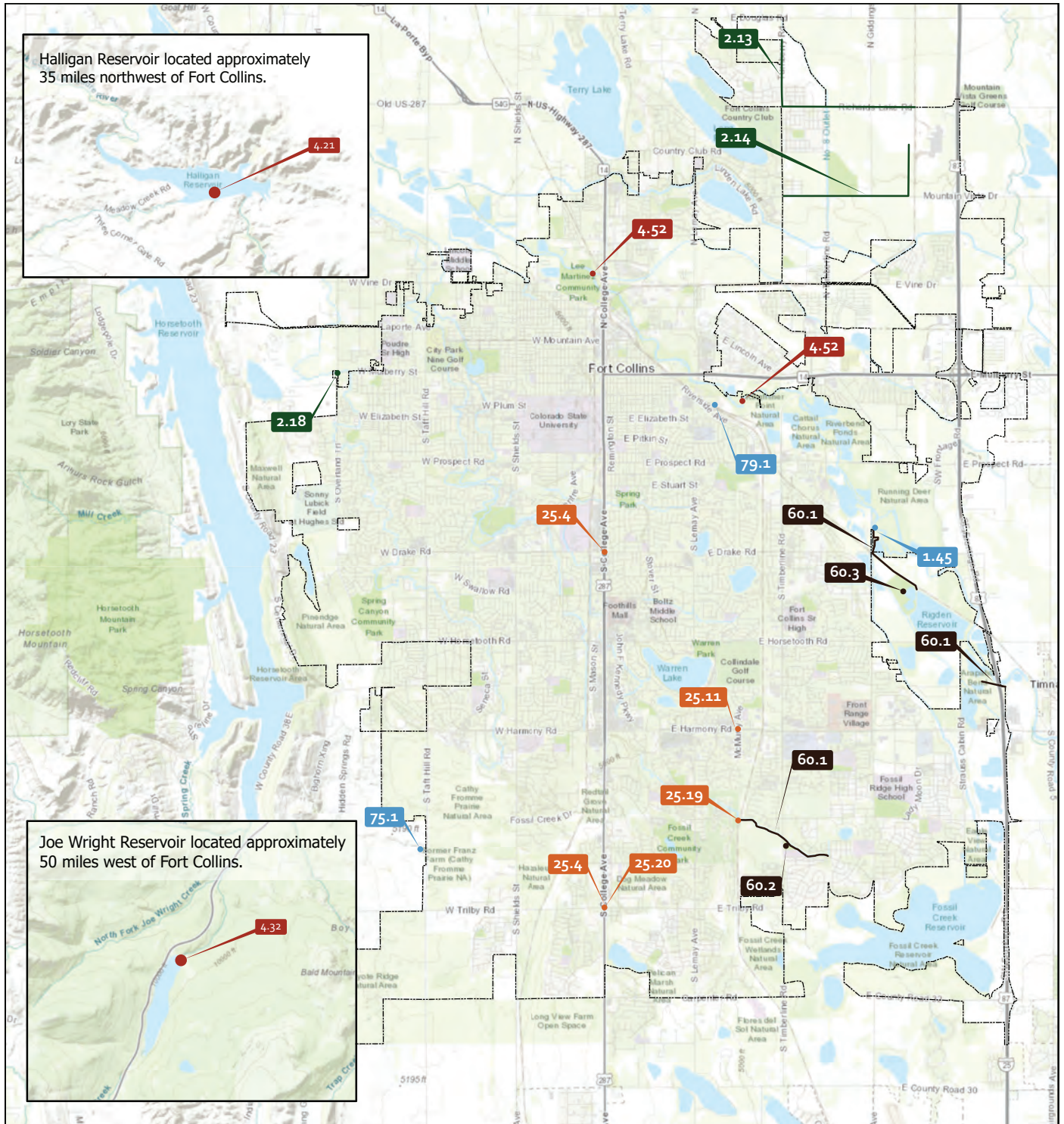
COMMUNITY CAPITAL IMPROVEMENT PROGRAM (CCIP)

Project*	2023	2024
Arterial Intersection Improvements	\$800	\$1,200
Bicycle Infrastructure Improvements	500	800
Bike/Ped Grade Separated Crossing Fund	800	1,200
Bus Stop Improvements	100	100
Nature in the City	300	400
Pedestrian Sidewalk / ADA-Compliance	1,500	2,400
TOTAL	\$4,000	\$6,100

*Excludes operations and maintenance (O&M); included in the CCIP tax initiative.

◀ The eighth and ninth year of capital projects in the Community Capital Improvement Program (CCIP), which is the voter-approved renewal of the Building on Basics tax initiative, are included in the 2023-2024 Recommended Budget. The CCIP projects include inflation above the 2015 project cost estimates (in thousands of dollars).

2023-2024 RECOMMENDED CAPITAL PROJECTS



2023-2024 RECOMMENDED CAPITAL PROJECTS

	Offer No.	Offer Name	Offer Total	Offer Total
Culture & Recreation	60.1	Recreational Trail Development	\$2,516,404	\$800,763
	60.2	Neighborhood Park Development	\$3,798,469	\$3,832,614
	60.3	Community Park Development	\$758,838	\$113,773
Economic Health	2.13	Utilities: Light & Power - Extend Circuit 638 to serve new load and provide contingency for Circuit 608	\$465,000	\$0
	2.14	Utilities: Light & Power - Install Circuit 628 to serve new load north of Mt Vista and Turnberry	\$0	\$1,730,000
	2.15	Utilities: Light & Power - Advanced Metering Infrastructure Equipment and Technology Upgrade - Phase 3 *	\$508,000	\$0
	2.16	Utilities: Light & Power - Utility Network Migration & ADMS Enhancements *	\$830,000	\$250,000
	2.18	Utilities: Light & Power - Disaster Recovery Site Improvements - Phase 2	\$256,500	\$0
	2.19	Utilities: Light & Power - System Relocations Due to Road, Intersection, and Alley Improvements *	\$400,000	\$400,000
	2.25	Utilities: Light & Power - Asset Register and Work Management System Upgrades *	\$400,000	\$380,000
Environmental Health	1.8	Utilities: Light & Power - Grid Integrated Water Heater Installations *	\$175,000	\$355,000
	1.9	Utilities: Light & Power - Direct Install Demand Response T-stat Replacement *	\$100,000	\$100,000
	1.45	Environmental Learning Center Flow Restoration Project	\$2,089,196	\$0
	75.1	Landfill Groundwater Remediation IGA	\$650,000	\$100,000
	79.1	Hoffman Mill Scale House Renovation	\$295,339	\$45,902
Safe Community	4.21	Utilities: Water - Halligan Project Additional Capital Funding for Continued Permitting and Design	\$16,000,000	\$8,000,000
	4.32	Utilities: Water - Joe Wright Reservoir - Water Control Gate Replacement	\$0	\$2,400,000
	4.52	Poudre River Flow Consolidation Upstream of College Avenue - Conceptual Design	\$0	\$250,000
Transportation & Mobility	25.4	CCIP - Arterial Intersections	\$800,000	\$1,200,000
	25.5	CCIP - Pedestrian Sidewalk - ADA *	\$1,500,000	\$2,400,000
	25.11	CCIP Bike/Pedestrian Grade-Separated Crossing Fund	\$800,000	\$1,200,000
	25.19	Siphon Bicycle/Pedestrian Overpass (Construction)	\$450,000	\$0
	27.5	CCIP - Bicycle Infrastructure *	\$500,000	\$800,000
	51.34	CCIP - ADA Bus Stop Improvements *	\$100,000	\$100,000

Offers listed above with an asterisk (*) are not included on the map, as those offers do not currently have a physical location determined, or are otherwise not applicable to the map.

More information about these specific projects, as well as all budget requests (offers), is available online at fcgov.com/budget.

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BUDGET PROCESS AND BASIS

The City Budget

The City provides a wide variety of services to the residents and businesses in Fort Collins. Municipal services are financed through a variety of taxes, fees, charges for service, and intergovernmental assistance. To plan for the delivery of effective services and efficiently manage the revenues which support those services, the City adopts a budget, also known as a financial plan.

Direction for the budget comes from many distinct sources. The State Constitution and the City Charter provide the basic legal requirements and timelines 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). The City considers and adopts a biennial, or two-year, budget. However, when 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 and businesses 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 participation by the City Council and City staff, 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 takes the City Manager's Recommended Budget and provides guidance to staff of changes they want incorporated into their final adopted Budget, which is ultimately the community's budget. The City's budget is typically developed from March through November every two years.

The City's 2023-24 Biennial Budget was prepared using Budgeting for Outcomes (BFO)

The City has used a budgeting process called Budgeting for Outcomes (BFO), which is a form of Priority Based Budgeting, since 2005. 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 links 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 March after the completion of the City's Strategic Plan. During that month, 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. The City has seven Outcomes:

- Neighborhood Livability and Social Health
 - Culture and Recreation
 - Economic Health
 - Environmental Health
 - Safe Community
 - Transportation & Mobility
 - High Performing Government
- During *March and April*, City staff from all departments and divisions (a.k.a. Sellers) prepares budget requests, called Offers, that support the City's Strategic Plan. Each Offer is submitted to one of the City's key strategic Outcomes.
- For each Outcome a BFO Team is created. Each of the seven BFO Teams is comprised of cross-functional staff members. During *May and June*, the Offers are reviewed by these teams, who work with the Sellers to refine their Offers to be as efficient and effective as possible. The Offers are then ranked in priority order 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 BFO Teams and ultimately creates the City Manager's Recommended Budget. The Offers are listed in rank order of proposed funding in Ranking Platforms which are located near the beginning of each Outcome section of this document. The Offer summaries follow directly after the Ranking Platforms and all the detail of each Offer can be found on the City's web site at www.fcgov.com/budget.
- 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

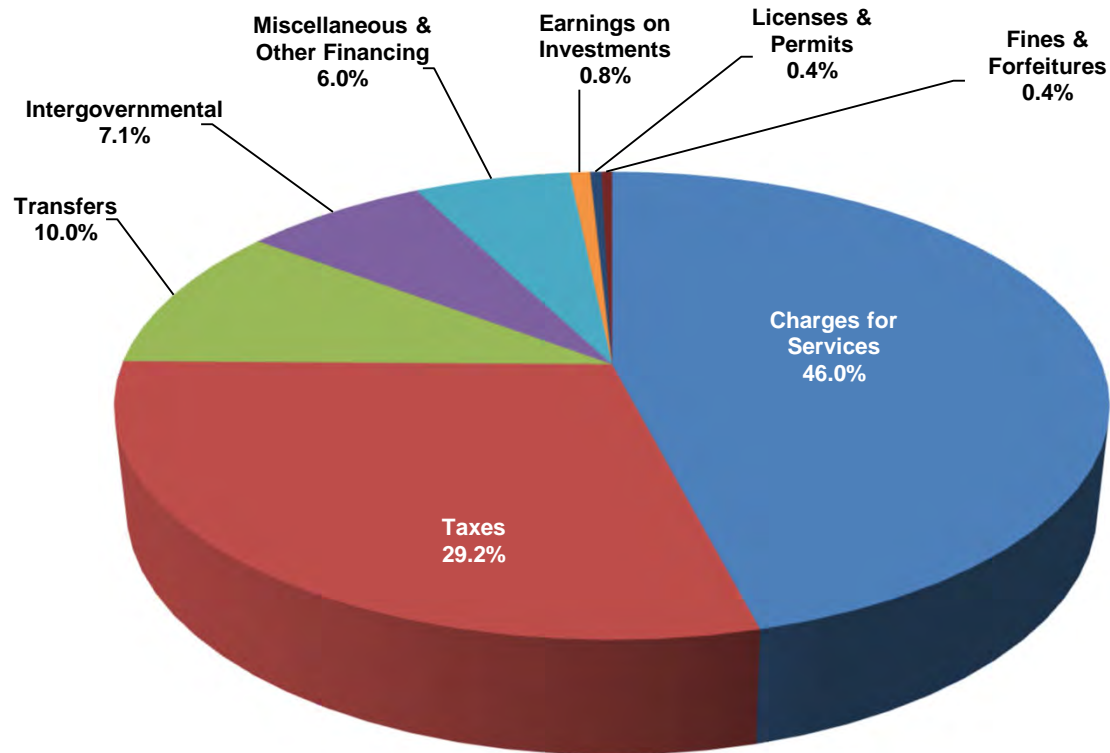
newspaper for public review. In addition, two public hearings and several Council Work Sessions are held in *September and October*. The budget for the ensuing term and the annual appropriation ordinance is adopted no later than *November 30*.

When the City does a two-year budget, a budget revision 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, appropriates or authorizes expenditures for the coming fiscal year.

There are generally 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 year's 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 (adjust) 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 it is deemed that there is a prudent need to use financial reserves, Council may appropriate that unanticipated revenue or prior year reserves for expenditure anytime during the year.

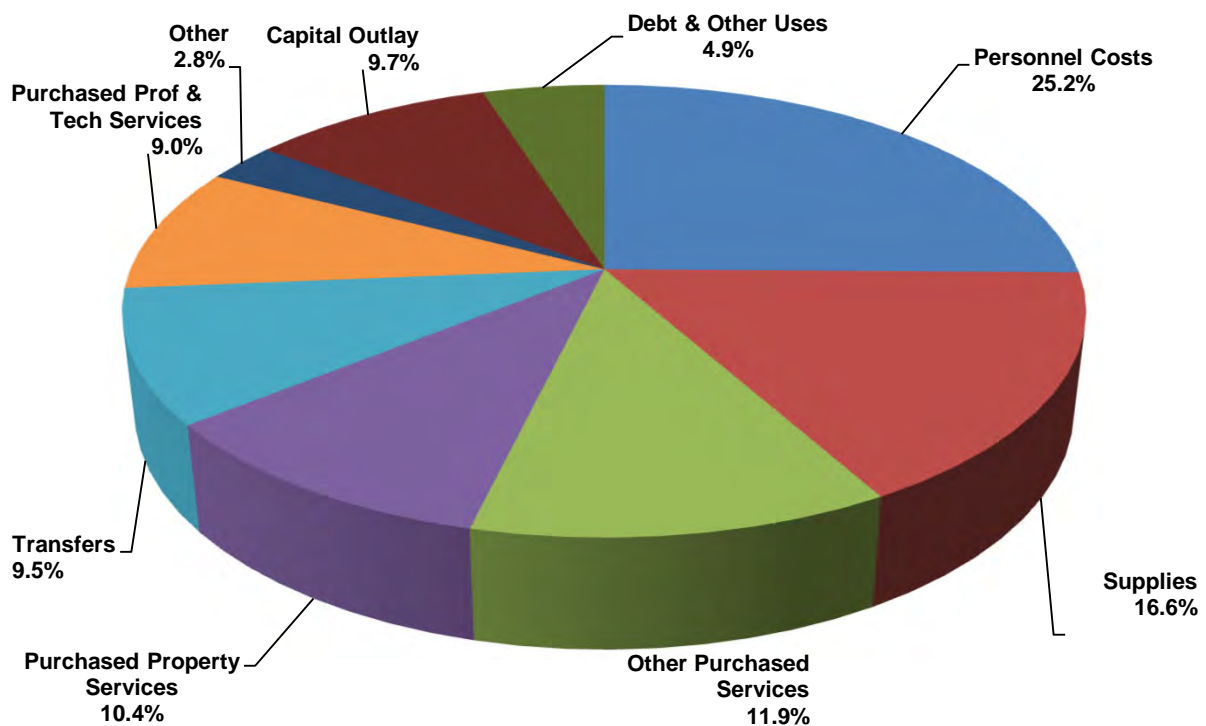
Where the Money Comes From

2023: \$765.5 Million

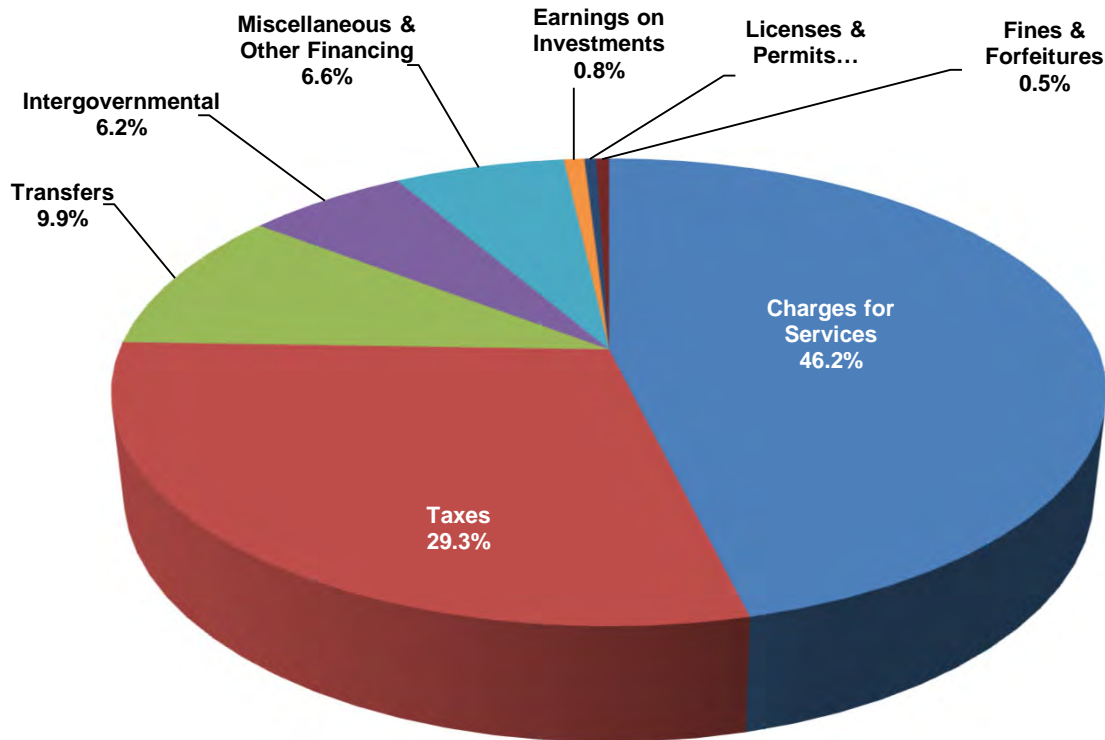


Where the Money Goes

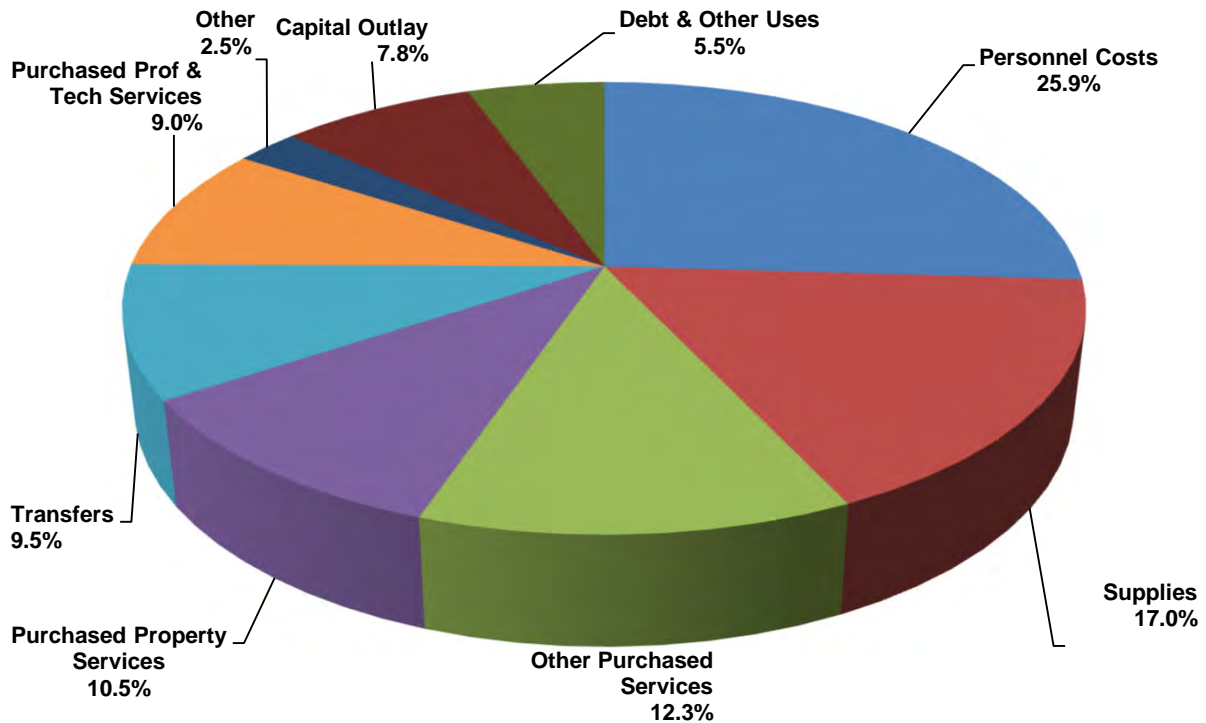
2023: \$806.7 Million



Where the Money Comes From 2024: \$790.7 Million



Where the Money Goes 2024: \$825.6 Million



REVENUE SUMMARY

	Actual 2020	Actual 2021	Budget 2022	Budget 2023	% Change From 2022	Budget 2024
Property Taxes	40,653,403	41,935,292	43,324,451	43,462,721	0.3%	47,434,199
Sales & Use Tax	135,242,889	162,702,209	154,857,828	175,983,399	13.6%	179,872,984
Occupational Privilege Tax	2,375,497	2,487,275	2,738,632	2,525,000	-7.8%	2,525,000
Lodging Taxes	1,024,387	1,581,361	1,800,000	1,900,000	5.6%	2,000,000
Licenses & Permits	3,441,337	3,936,863	3,282,300	3,295,500	0.4%	3,583,000
Fines & Forfeitures	2,416,276	3,264,165	2,906,970	3,144,284	8.2%	3,929,710
Intergovernmental	46,719,656	35,232,974	52,832,173	41,998,358	-20.5%	36,309,676
Payment in Lieu of Taxes	10,971,418	11,633,901	11,760,000	12,368,616	5.2%	12,976,607
Charges for Service	95,455,691	101,482,164	107,679,476	119,147,966	10.7%	124,287,893
Charges for Service - Utilities/Golf	217,463,657	226,100,995	217,648,000	232,790,120	7.0%	240,973,915
Earnings on Investments	16,023,234	3,849,684	3,242,547	6,033,486	86.1%	6,312,765
Miscellaneous	19,952,337	33,640,246	33,664,022	36,048,562	7.1%	41,291,241
Proceeds of Debt Issuance	6,330,069	6,188,458	18,761,841	10,040,000	-46.5%	10,980,000
Other Financing Sources	264,878	307,753	0	0	0.0%	0
Transfers from Funds	40,478,769	76,115,892	95,906,555	76,771,841	-20.0%	78,199,717
TOTAL	\$638,813,500	\$710,459,233	\$750,404,795	\$765,509,853	2.0%	\$790,676,707
Less:						
Internal Service Funds	(67,816,561)	(67,078,745)	(77,053,067)	(81,133,315)	5.3%	(85,825,759)
Transfers	(40,478,769)	(76,115,892)	(95,906,555)	(76,771,841)	-20.0%	(78,199,717)
GID #1, #15	(414,270)	(389,056)	(403,380)	(405,949)	0.6%	(406,405)
URA Funds	(6,496,744)	(7,188,732)	(7,500,923)	(7,482,746)	-0.2%	(7,654,612)
Downtown Development Authority	(14,275,485)	(15,019,885)	(15,529,987)	(15,637,260)	0.7%	(15,643,549)
NET REVENUES	\$509,331,671	\$544,666,923	\$554,010,883	\$584,078,742	5.4%	\$602,946,665

EXPENDITURES BY TYPE

	Actual 2020	Actual 2021	Budget 2022 (Original)	Budget 2023	% Change From 2022 (Original)	Budget 2024
Salaries & Wages	132,624,278	133,533,582	139,316,446	153,447,850	10.1%	160,920,047
Benefits	38,250,467	37,426,294	45,926,172	50,033,529	8.9%	53,056,591
Professional & Technical	29,659,126	33,372,556	22,741,053	25,329,136	11.4%	25,569,038
Governmental Services	43,669,071	34,212,917	37,533,482	40,080,190	6.8%	42,087,759
Other Prof & Tech Services	8,962,623	8,720,551	4,575,373	6,805,630	48.7%	6,535,446
Utility Services	5,119,055	5,807,032	6,196,725	6,601,775	6.5%	6,860,920
Cleaning Services	3,190,098	3,615,850	3,921,573	3,922,280	0.0%	4,028,093
Repair & Maintenance Services	39,495,204	36,107,196	40,157,594	43,472,322	8.3%	44,436,302
Rental Services	4,304,765	3,834,321	4,216,116	4,438,342	5.3%	5,355,917
Construction Services	50,168,942	47,615,886	9,051,255	9,186,075	1.5%	9,425,487
Other Property Services	2,688,666	8,979,447	16,248,984	16,295,948	0.3%	16,297,188
Insurance	36,601,451	37,614,374	44,838,905	46,226,541	3.1%	49,759,395
Communication Services	2,661,237	3,028,557	10,210,862	5,665,430	-44.5%	6,168,726
Internal Admin Services	32,485,004	32,037,587	34,288,869	37,679,346	9.9%	39,159,199
Employee Travel	345,165	612,279	1,722,768	1,845,702	7.1%	1,870,015
Other Purchased Services	2,545,006	3,047,759	3,660,956	4,372,072	19.4%	4,268,458
Vehicle & Equipment Supplies	5,347,113	6,403,473	7,126,372	8,837,195	24.0%	8,937,988
Land & Building Maint Supplies	2,344,646	2,639,558	2,979,238	2,927,417	-1.7%	2,968,075
Infrastructure Maint Supplies	4,218,657	4,237,556	3,692,321	3,878,005	5.0%	3,906,347
Utility Supplies	4,391,831	8,146,017	1,546,549	2,614,384	69.0%	2,674,799
Office & Related Supplies	4,861,226	3,439,964	3,401,008	4,137,770	21.7%	4,488,374
Health & Safety Supplies	613,778	445,947	488,780	568,112	16.2%	574,893
Purchased Power	92,995,461	93,681,561	96,291,332	104,390,291	8.4%	110,081,094
Chemical Supplies	1,590,069	1,462,958	1,908,400	2,016,951	5.7%	2,034,118
Other Supplies	3,065,228	3,959,698	5,300,503	4,880,291	-7.9%	5,036,965
Capital Purchases	29,831,513	41,533,616	55,947,893	72,003,311	28.7%	59,200,679
Vehicles & Equipment	7,429,388	8,542,998	11,230,520	6,244,929	-44.4%	5,331,790
Depreciation	32,196,996	36,229,029	15,000	0	-100.0%	0
Bad Debt Expense	380,005	803,472	381,300	433,000	13.6%	433,000
Rebates & Incentives	2,866,528	2,304,524	3,664,359	3,548,871	-3.2%	3,742,136
Grants	7,669,436	5,286,926	5,233,813	9,492,900	81.4%	7,128,053
Debt & Other Uses	27,575,488	24,867,364	32,179,749	39,446,412	22.6%	45,455,064
Other	6,192,417	5,056,449	9,984,194	9,116,500	-8.7%	9,573,202
Transfers Out	40,478,769	76,115,892	68,408,294	76,771,841	12.2%	78,199,717
TOTAL	\$706,818,711	\$754,723,192	\$734,386,758	\$806,710,348	9.8%	\$825,564,875
Less:						
Internal Service Funds	(78,380,851)	(76,364,978)	(87,942,117)	(92,314,084)	5.0%	(98,332,166)
Transfers	(40,478,769)	(76,115,892)	(68,408,294)	(76,771,841)	12.2%	(78,199,717)
GID #1, #15	(392,410)	(516,253)	(208,502)	(224,275)	7.6%	(225,459)
URA Funds	(5,297,565)	(5,915,543)	(6,163,502)	(5,677,023)	-7.9%	(5,793,552)
Downtown Development Authority	(11,792,236)	(16,897,903)	(25,431,519)	(25,428,441)	0.0%	(25,429,365)
NET EXPENDITURES	\$570,476,879	\$578,912,624	\$546,232,824	\$606,294,684	11.0%	\$617,584,616

EXPENDITURES BY AREA

	Actual 2020	Actual 2021	Budget 2022 (Original)	Budget 2023	% Change From 2022 (Original)	Budget 2024
Investigations	8,350,814	8,941,213	9,179,999	10,007,821	9.0%	10,515,797
Police Information Services	8,550,367	7,577,671	8,667,802	9,269,686	6.9%	9,850,346
Patrol	17,846,340	16,849,794	18,406,110	19,020,058	3.3%	20,759,596
Community and Special Services	9,299,402	9,929,863	9,905,606	11,742,033	18.5%	12,466,777
Office of the Chief	12,408,951	5,721,190	5,754,709	7,551,534	31.2%	7,884,158
Subtotal Police Services	56,455,873	49,019,731	51,914,226	57,591,132	10.9%	61,476,674
Finance Administration	844,000	1,370,321	5,756,941	10,650,820	85.0%	5,793,300
Accounting and Treasury	1,501,788	1,560,846	1,741,362	2,012,800	15.6%	2,097,310
Budget	577,158	577,882	605,979	637,526	5.2%	665,186
Purchasing	577,216	543,538	747,245	657,430	-12.0%	684,848
Safety, Security, & Risk Mgmt.	5,722,213	6,552,702	7,114,423	7,961,426	11.9%	8,366,815
Sales Tax	945,171	916,013	957,571	1,137,230	18.8%	1,190,516
Subtotal Financial Services	10,167,545	11,521,301	16,923,521	23,057,232	36.2%	18,797,975
Recreation	6,133,000	6,538,366	11,127,890	9,835,794	-11.6%	10,071,902
Community Services Admin	355,578	570,800	576,722	590,138	2.3%	616,203
Park Planning & Development	3,113,706	7,673,509	6,328,617	6,982,987	10.3%	4,665,543
Cultural Services	6,151,661	6,155,403	8,478,885	9,449,128	11.4%	9,378,087
Parks	17,555,808	17,853,186	20,655,492	21,363,206	3.4%	21,880,633
Natural Areas	15,733,555	11,349,215	14,378,620	14,699,736	2.2%	15,060,169
Subtotal Community Services	49,043,308	50,140,479	61,546,226	62,920,989	2.2%	61,672,537
Light & Power	143,641,828	148,150,257	144,331,627	158,210,429	9.6%	163,966,401
Water	37,766,729	42,756,084	39,865,756	53,780,134	34.9%	48,107,859
Wastewater	31,466,642	25,077,362	22,384,376	28,895,963	29.1%	24,714,079
Stormwater	17,440,338	16,812,936	17,579,514	15,315,350	-12.9%	19,068,674
Broadband	51,863,172	55,789,174	17,311,313	11,932,180	-31.1%	12,933,557
Utilities Customer Connections	15,281,730	15,881,400	18,735,233	20,667,714	10.3%	21,498,795
Subtotal Utility Services	297,460,439	304,467,213	260,207,819	288,801,770	11.0%	290,289,365
PDT Administration	1,675,956	1,499,253	1,300,957	1,376,823	5.8%	1,426,397
Transfort / Parking Services	21,623,582	23,913,686	27,900,814	25,308,076	-9.3%	25,931,621
Comm Dev & Neighborhood Svcs	9,329,514	8,720,373	9,417,126	11,542,171	22.6%	11,612,887
FC Moves	1,399,958	2,457,628	2,128,926	2,152,703	1.1%	2,505,892
Streets	24,603,757	25,097,657	25,871,661	28,241,506	9.2%	28,542,829
Traffic	4,045,643	3,799,379	5,286,520	5,773,029	9.2%	6,007,179
Engineering	18,715,106	34,011,384	8,339,358	11,253,713	34.9%	12,709,198
Subtotal PDT Services	81,393,516	99,499,360	80,245,362	85,648,021	6.7%	88,736,003
City Clerk's Office	891,185	1,155,113	1,115,968	1,613,979	44.6%	1,259,732
City Council	111,254	172,547	195,076	209,873	7.6%	215,383
City Manager's Office	11,337,975	3,913,837	3,460,581	4,112,474	18.8%	4,240,055
Subtotal Executive Services	12,340,414	5,241,497	4,771,625	5,936,326	24.4%	5,715,170
Municipal Court	1,279,648	1,390,383	1,619,252	1,978,809	22.2%	1,928,501
City Attorney's Office	2,845,067	2,933,948	3,415,601	3,579,204	4.8%	3,719,642
Information Technology	10,472,398	9,360,831	10,960,347	11,839,509	8.0%	12,608,267
Comm. & Public Involvement	3,031,650	2,586,411	3,223,464	3,514,265	9.0%	3,672,765
Human Resources	35,415,403	33,560,308	40,100,208	40,634,053	1.3%	43,669,896
Operation Services	26,859,068	23,429,518	25,659,966	26,793,243	4.4%	28,384,270
Subtotal Info & Employee Services	75,778,520	68,937,069	79,943,985	82,781,070	3.5%	88,335,198
Economic Health Office	1,580,407	2,420,362	1,169,915	1,337,143	14.3%	1,371,781
Social Sustainability	2,430,992	3,269,976	3,344,158	3,455,988	3.3%	3,621,754
Environmental Services	2,006,884	2,108,718	2,944,798	5,452,036	85.1%	4,906,946
Sustainability Services Admin	462,892	526,853	543,757	727,531	33.8%	756,532
Urban Renewal Authority	3,672,240	4,277,150	4,527,958	4,365,216	-3.6%	4,482,345
Subtotal Sustainability Services	10,153,415	12,603,059	12,530,586	15,337,914	22.4%	15,139,358

EXPENDITURES BY AREA

	Actual 2020	Actual 2021	Budget 2022 (Original)	Budget 2023	% Change From 2022 (Original)	Budget 2024
Non Departmental	6,963,983	6,334,850	8,802,927	9,009,575	2.3%	9,372,750
Downtown Development Authority	3,988,183	10,663,459	17,999,908	17,999,908	0.0%	17,999,908
Poudre Fire Authority	30,894,543	30,987,586	33,877,677	35,850,145	5.8%	38,727,013
Debt & Other Uses	27,575,488	24,867,364	32,179,749	39,446,412	22.6%	45,455,064
Transfers Out	40,478,769	76,115,892	68,408,294	76,771,841	12.2%	78,199,717
TOTAL	\$706,818,711	\$754,723,192	\$734,386,758	\$806,710,348	9.8%	\$825,564,875
Less:						
Internal Service Funds	(78,380,851)	(76,364,978)	(87,942,117)	(92,314,084)	5.0%	(98,332,166)
Transfers	(40,478,769)	(76,115,892)	(68,408,294)	(76,771,841)	12.2%	(78,199,717)
GID #1, #15	(392,410)	(516,253)	(208,502)	(224,275)	7.6%	(225,459)
URA Funds	(5,297,565)	(5,915,543)	(6,163,502)	(5,677,023)	-7.9%	(5,793,552)
Downtown Development Authority	(11,792,236)	(16,897,903)	(25,431,519)	(25,428,441)	0.0%	(25,429,365)
NET EXPENDITURES	\$570,476,879	\$578,912,624	\$546,232,824	\$606,294,684	11.0%	\$617,584,616

SUMMARY OF CHANGE IN FUND BALANCE - 2023

Fund	2023 Beginning Fund Balance	Revenue	Expenditures	Net of Revenue & Expenditures	Net Adjustments to GAAP	Fund Ending Balance	Percent Change
General Fund	85,674,870	227,196,874	232,698,569	(5,501,695)	0	80,173,175	-6.4%
Capital Expansion Fund	19,451,317	5,185,430	1,133,838	4,051,592	0	23,502,909	20.8%
Sales & Use Tax Fund	1,049,825	10,441,753	10,441,753	0	0	1,049,825	0.0%
Keep Fort Collins Great Fund	1,179,375	39,019	1,600,000	(1,560,981)	0	(381,606)	-132.4%
Natural Areas Fund	9,661,704	15,945,818	15,766,139	179,679	0	9,841,383	1.9%
Cultural Services Fund	2,454,036	7,564,718	7,762,875	(198,157)	0	2,255,879	-8.1%
Recreation Fund	1,562,761	9,771,506	9,881,713	(110,207)	0	1,452,554	-7.1%
Cemeteries Fund	779,010	873,041	1,087,664	(214,623)	0	564,387	-27.6%
Perpetual Care Fund	2,194,256	95,445	40,000	55,445	0	2,249,701	2.5%
Museum Fund	720,703	1,150,924	1,143,192	7,732	0	728,435	1.1%
Transit Services Fund	3,453,043	22,342,733	22,335,749	6,984	0	3,460,027	0.2%
Transportation CEF Fund	11,637,142	3,817,489	1,538,055	2,279,434	0	13,916,576	19.6%
Transportation Fund	8,481,229	37,762,463	40,869,761	(3,107,298)	0	5,373,931	-36.6%
Parking Fund	1,691,884	2,876,383	3,126,583	(250,200)	0	1,441,684	-14.8%
Community Capital Improvement	22,317,570	10,653,809	4,588,000	6,065,809	0	28,383,379	27.2%
Neighborhood Parkland Fund	3,915,085	1,651,345	3,731,135	(2,079,790)	0	1,835,295	-53.1%
Conservation Trust Fund	1,835,324	1,891,101	2,916,404	(1,025,303)	0	810,021	-55.9%
Capital Projects Fund	9,180,210	8,962,786	8,783,838	178,948	0	9,359,158	1.9%
Golf Fund	7,878,035	4,686,005	5,004,625	(318,620)	305,291	7,864,706	-0.2%
Electric and Telecommunications	180,166,532	183,414,575	185,693,029	(2,278,454)	2,976,477	180,864,555	0.4%
Water Fund	341,119,375	37,452,887	54,470,712	(17,017,825)	18,437,766	342,539,316	0.4%
Wastewater Fund	201,015,344	25,471,346	31,930,016	(6,458,670)	6,986,900	201,543,574	0.3%
Stormwater Fund	172,992,885	19,847,891	19,281,618	566,273	2,891,200	176,450,358	2.0%
Equipment Fund	12,782,501	14,899,139	14,705,583	193,556	937,485	13,913,542	8.8%
Self Insurance Fund	(221,151)	8,785,563	8,219,236	566,327	0	345,176	-256.1%
Data & Communications Fund	1,697,232	12,650,191	12,650,191	0	(102,000)	1,595,232	-6.0%
Benefits Fund	11,960,805	35,733,087	37,522,631	(1,789,544)	0	10,171,261	-15.0%
Utility CS&A Fund	(3,280)	22,852,572	23,288,406	(435,834)	133,330	(305,784)	9222.7%
Capital Leasing Corp Fund	0	6,544,794	6,544,794	0	0	0	0.0%
Employees' Retirement Fund	49,595,561	1,423,211	6,534,500	(5,111,289)	0	44,484,272	-10.3%
General Improvement District 1	477,443	363,504	313,275	50,229	0	527,672	10.5%
GID #15 - SKYVIEW	252,905	42,445	1,000	41,445	0	294,350	16.4%
URA - N. College District	4,889,012	7,473,364	5,677,023	1,796,341	955,000	7,640,353	56.3%
URA - Prospect South TIF Dist	1,836,606	9,382	0	9,382	0	1,845,988	0.5%
URA - MALL FUND	16,657	0	0	0	0	16,657	0.0%
TOTAL	1,173,695,806	749,872,593	781,281,907	(31,409,314)	33,521,449	1,175,807,941	0.2%
Downtown Development Authority		8,911,375	17,999,908				
Deb Service Fund - DDA		6,725,885	7,428,533				
TOTAL 2023 Budget		765,509,853	806,710,348				

SUMMARY OF CHANGE IN FUND BALANCE - 2024

Fund	2024 Beginning Fund Balance	Revenue	Expenditures	Net of Revenue & Expenditures	Net Adjustments to GAAP	Fund Ending Balance	Percent Change
General Fund	80,173,175	230,527,322	238,853,226	(8,325,904)	0	71,847,271	-10.4%
Capital Expansion Fund	23,502,909	5,200,724	488,773	4,711,951	0	28,214,860	20.0%
Sales & Use Tax Fund	1,049,825	10,670,330	10,670,330	0	0	1,049,825	0.0%
Keep Fort Collins Great Fund	(381,606)	40,807	0	40,807	0	(340,799)	-10.7%
Natural Areas Fund	9,841,383	16,285,345	15,061,361	1,223,984	0	11,065,367	12.4%
Cultural Services Fund	2,255,879	7,696,790	7,615,695	81,095	0	2,336,974	3.6%
Recreation Fund	1,452,554	10,015,314	10,119,381	(104,067)	0	1,348,487	-7.2%
Cemeteries Fund	564,387	912,508	898,323	14,185	0	578,572	2.5%
Perpetual Care Fund	2,249,701	96,610	40,000	56,610	0	2,306,311	2.5%
Museum Fund	728,435	1,198,302	1,190,246	8,056	0	736,491	1.1%
Transit Services Fund	3,460,027	23,175,640	23,154,839	20,801	0	3,480,828	0.6%
Transportation CEF Fund	13,916,576	4,079,741	1,552,339	2,527,402	0	16,443,978	18.2%
Transportation Fund	5,373,931	39,053,720	41,659,100	(2,605,380)	0	2,768,551	-48.5%
Parking Fund	1,441,684	2,939,175	2,939,175	0	0	1,441,684	0.0%
Community Capital Improvement	28,383,379	10,892,099	6,648,000	4,244,099	0	32,627,478	15.0%
Neighborhood Parkland Fund	1,835,295	1,702,566	3,761,851	(2,059,285)	0	(223,990)	-112.2%
Conservation Trust Fund	810,021	2,042,983	1,200,763	842,220	0	1,652,241	104.0%
Capital Projects Fund	9,359,158	9,425,917	9,238,773	187,144	0	9,546,302	2.0%
Golf Fund	7,864,706	4,902,600	4,902,600	0	86,611	7,951,317	1.1%
Electric and Telecommunications	180,864,555	194,594,999	197,901,611	(3,306,612)	2,624,946	180,182,889	-0.4%
Water Fund	342,539,316	36,665,943	48,819,621	(12,153,678)	11,275,940	341,661,578	-0.3%
Wastewater Fund	201,543,574	26,306,827	27,521,009	(1,214,182)	2,112,000	202,441,392	0.4%
Stormwater Fund	176,450,358	20,249,283	23,055,152	(2,805,869)	6,501,200	180,145,689	2.1%
Equipment Fund	13,913,542	16,034,211	15,817,038	217,173	1,685,746	15,816,461	13.7%
Self Insurance Fund	345,176	9,227,013	8,632,596	594,417	0	939,593	172.2%
Data & Communications Fund	1,595,232	13,376,395	14,142,969	(766,574)	(107,000)	721,658	-54.8%
Benefits Fund	10,171,261	38,067,106	40,443,127	(2,376,021)	0	7,795,240	-23.4%
Utility CS&A Fund	(305,784)	23,644,761	24,322,219	(677,458)	(39,245)	(1,022,487)	234.4%
Capital Leasing Corp Fund	0	6,536,882	6,536,882	0	0	0	0.0%
Employees' Retirement Fund	44,484,272	1,410,228	6,839,500	(5,429,272)	0	39,055,000	-12.2%
General Improvement District 1	527,672	363,848	314,459	49,389	0	577,061	9.4%
GID #15 - SKYVIEW	294,350	42,557	1,000	41,557	0	335,907	14.1%
URA - N. College District	7,640,353	7,644,800	5,793,552	1,851,248	995,000	10,486,601	37.3%
URA - Prospect South TIF Dist	1,845,988	9,812	0	9,812	0	1,855,800	0.5%
URA - MALL FUND	16,657	0	0	0	0	16,657	0.0%
TOTAL	1,175,807,941	775,033,158	800,135,510	(25,102,352)	25,135,198	1,175,840,787	0.0%
Downtown Development Authority		8,916,740	17,999,908				
Deb Service Fund - DDA		6,726,809	7,429,457				
TOTAL 2024 Budget		790,676,707	825,564,875				

EMPLOYEE - FULL TIME EQUIVALENTS
by Service Area (Classified, Unclassified Management, Contractual)

Service Area and Department	Budget 2022	Revised 2022	Enhancements 2023	Recommended 2023	Enhancements 2024	Recommended 2024
Community Services	246.00	249.25	5.50	254.75	0.00	254.75
Community Services Admin	2.00	3.00		3.00		3.00
Cultural Services	42.50	42.50		42.50		42.50
Natural Areas	53.50	54.75	1.00	55.75		55.75
Park Planning & Development	8.00	8.50		8.50		8.50
Parks	99.00	99.50	4.50	104.00		104.00
Recreation	41.00	41.00		41.00		41.00
Executive Services	28.50	29.50	0.00	29.50	0.00	29.50
City Clerk	8.00	8.00		8.00		8.00
City Manager	20.50	21.50		21.50		21.50
Executive Services	12.80	12.80	0.00	12.80	0.00	12.80
Municipal Court	12.80	12.80		12.80		12.80
Executive Services	24.00	24.00	0.00	24.00	0.00	24.00
City Attorney	24.00	24.00		24.00		24.00
Financial Services	52.00	52.00	1.00	53.00	0.00	53.00
Accounting and Treasury	16.00	16.00		16.00		16.00
Budget	5.00	5.00		5.00		5.00
Finance Administration	5.00	5.00	1.00	6.00		6.00
Purchasing	9.00	9.00		9.00		9.00
Safety & Risk Management	10.00	10.00		10.00		10.00
Sales Tax	7.00	7.00		7.00		7.00
Information & Employee Services	199.50	200.50	3.00	203.50	0.00	203.50
Communications & Public Involvement	16.50	16.50	1.00	17.50		17.50
Human Resources	28.00	28.00	1.00	29.00		29.00
Information Technology	75.00	76.00	1.00	77.00		77.00
Operation Services	80.00	80.00		80.00		80.00
Police Services	334.75	334.75	8.00	342.75	5.00	347.75
Investigations	63.00	63.00	2.00	65.00		65.00
Patrol	120.00	120.00	5.00	125.00	5.00	130.00
Police Administration	27.75	27.75		27.75		27.75
Police Information Services	63.00	63.00	1.00	64.00		64.00
Special Operations	61.00	61.00		61.00		61.00
Planning, Development & Transportation	335.50	340.50	3.00	343.50	1.00	344.50
Comm Dev & Neighborhood Svcs	71.00	74.00	1.00	75.00		75.00
Engineering	35.00	35.00	1.00	36.00		36.00
FC Moves	9.75	9.75		9.75		9.75
PDT Administration	9.00	9.00		9.00		9.00
Streets	50.50	50.50		50.50		50.50
Traffic	27.00	27.00		27.00		27.00
Transfort / Parking Services	133.25	135.25	1.00	136.25	1.00	137.25
Sustainability Services	36.75	37.00	1.00	38.00	1.00	39.00
Economic Health Office	6.00	6.00	1.00	7.00		7.00
Environmental Services	16.75	18.00		18.00		18.00
Social Sustainability	9.00	8.00		8.00	1.00	9.00
Sustainability Services Admin	4.00	4.00		4.00		4.00
Urban Renewal Authority	1.00	1.00		1.00		1.00
Utility Services	460.00	461.00	14.50	475.50	0.00	475.50
Broadband	51.00	51.00	7.00	58.00		58.00
Water	99.83	100.83	1.00	101.83		101.83
Wastewater	62.83	62.83	1.00	63.83		63.83
Stormwater	27.84	27.84	3.00	30.84		30.84
Utilities CS&A	92.50	92.50	1.00	93.50		93.50
Light & Power	126.00	126.00	1.50	127.50		127.50
TOTAL CLASSIFIED/UNCLASSIFIED	1,729.80	1,741.30	36.00	1,777.30	7.00	1,784.30
CONTRACTUAL	26.50	26.50	6.50	33.00	0.00	33.00
TOTAL CLASSIFIED/UNCLASSIFIED/ CONTRACTUAL	1,756.30	1,767.80	42.50	1,810.30	7.00	1,817.30

2023-2024 Recommended Full Time Equivalents ("FTE")

A net increase of 49.50 FTE is included in the Recommended 2023-24 Budget. The increase includes the addition of 43.00 classified/unclassified FTE and 21.00 contractual FTE. Of the 21 contractual FTE added, 13.00 represent ARPA-funded contractual positions. Contractual FTE eliminated total 14.50, resulting in a net increase of 6.50 contractual FTE. The following table summarizes the FTE changes in classified, unclassified management and contractual positions by Service Area.

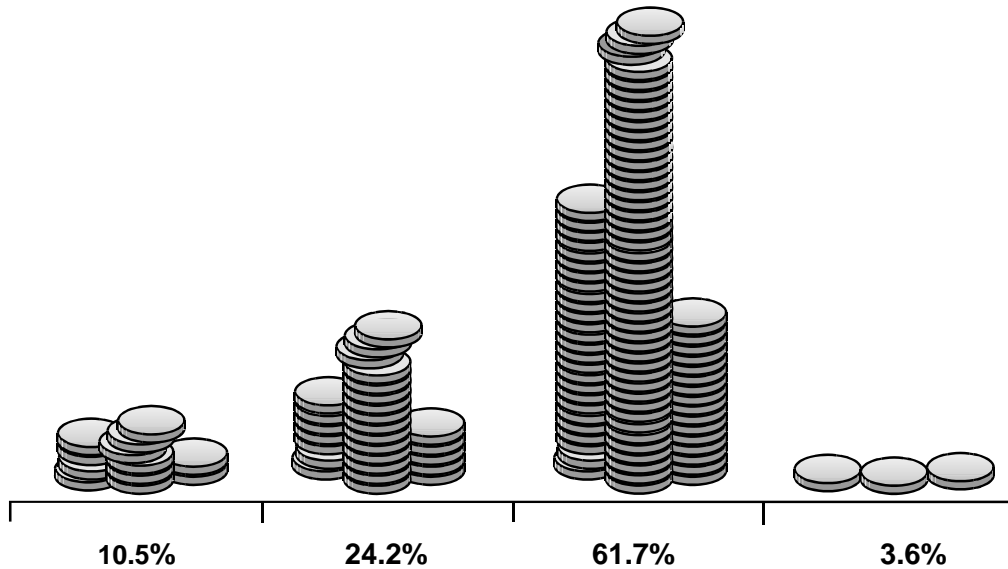
	2023				2024	2023 - 2024 Total
	Classified & Unclassified Management	Contractual		Net Increase (Decrease) FTE	Classified & Unclassified Management	Net Increase (Decrease) FTE
Service Area	Additions	Additions	Reductions		Additions	
Community Services	5.50	2.00		7.50		7.50
Executive Services		1.00	(1.00)	0.00		0.00
Financial Services	1.00	3.00	(2.00)	2.00		2.00
Information & Employee Services	3.00	3.00	(1.00)	5.00		5.00
Judicial Services				0.00		0.00
Legal Services				0.00		0.00
Planning, Development & Transportation Services	3.00	3.00	(1.00)	5.00	1.00	6.00
Police Services	8.00			8.00	5.00	13.00
Sustainability Services	1.00	6.00	(4.50)	2.50	1.00	3.50
Utility Services	14.50	3.00	(5.00)	12.50		12.50
Total	36.00	21.00	(14.50)	42.50	7.00	49.50

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WHAT DOES A CITY PROPERTY OWNER PAY? 2023 Property Tax Based on 2022 Assessment

MILL LEVY

<u>City</u>	<u>County</u>	<u>Poudre School & Library District</u>	<u>Other</u>	<u>Total</u>
9.797	22.425	57.224	3.309	92.755



To illustrate the City of Fort Collins portion of property tax payable in 2023, consider an individual owning a home valued at \$200,000, and a business owning property valued at \$600,000.

Based on current Colorado statutes, for 2023, residential property is assessed at 6.95% of its actual value, and commercial property is assessed at 26.4% of its actual value.

Actual Value

\$200,000
\$600,000

X
X

.0695
.2640

=
=

Assessed Value

\$13,900
\$158,400

The 2023 City mill levy is 9.797 mills based on the 2022 assessed value of property. One mill is equivalent to one dollar for every one thousand dollars of assessed value.

Assessed Value

\$13,900
\$158,400

X
X

.009797
.009797

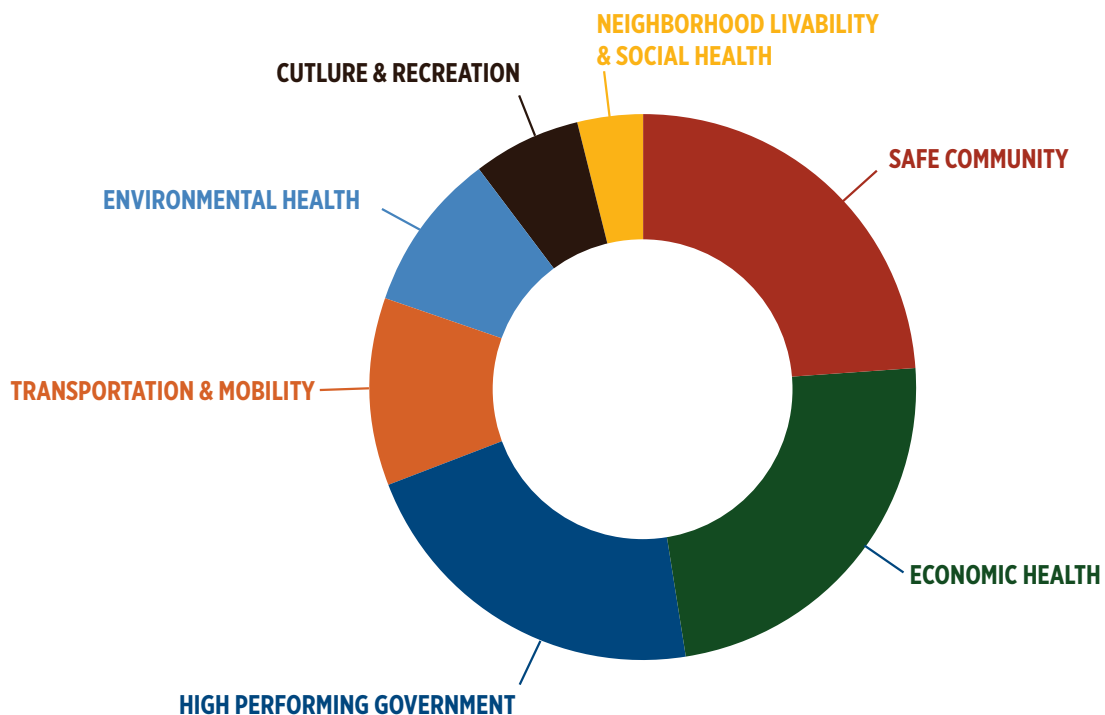
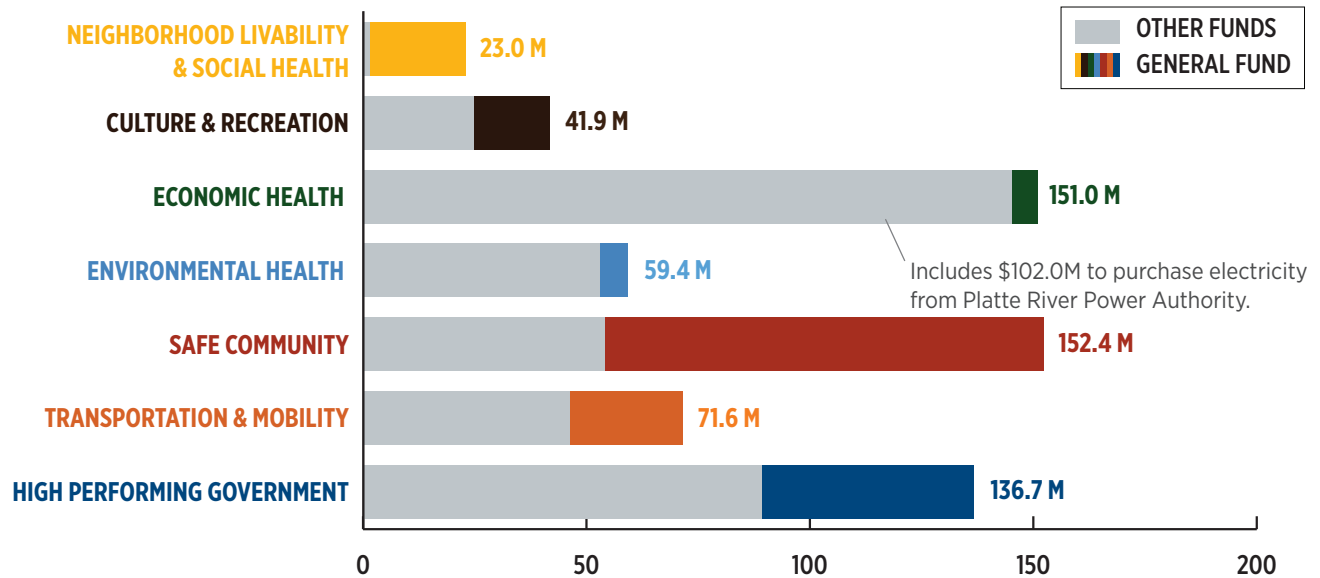
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City Property Tax

\$136.18
\$1,551.84

TOTAL ALLOCATION BY OUTCOME: \$806.7M*

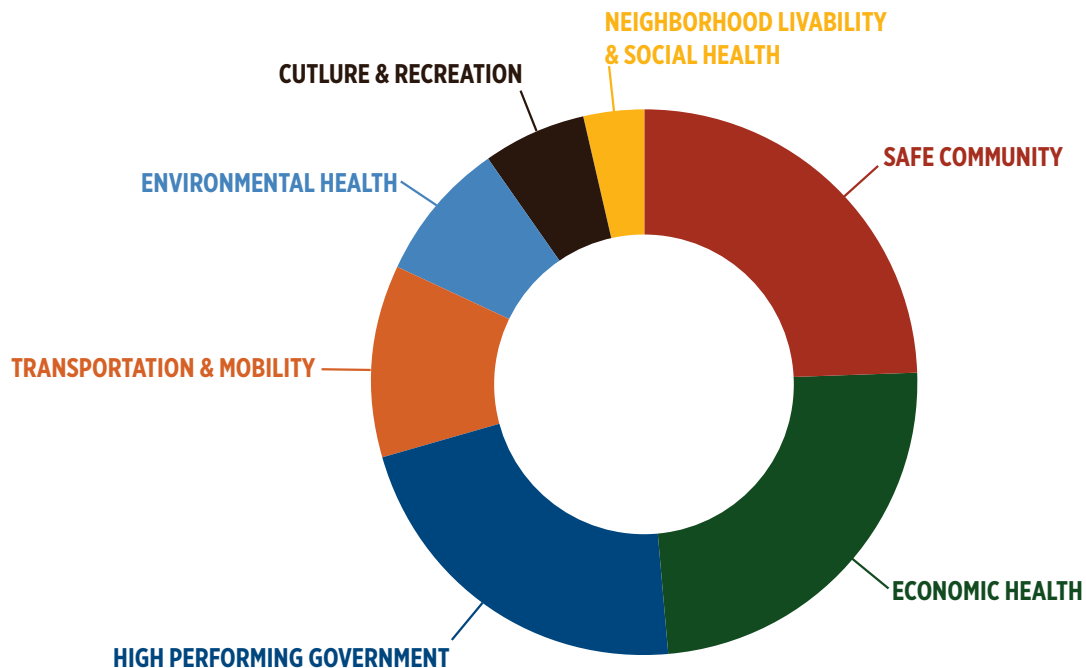
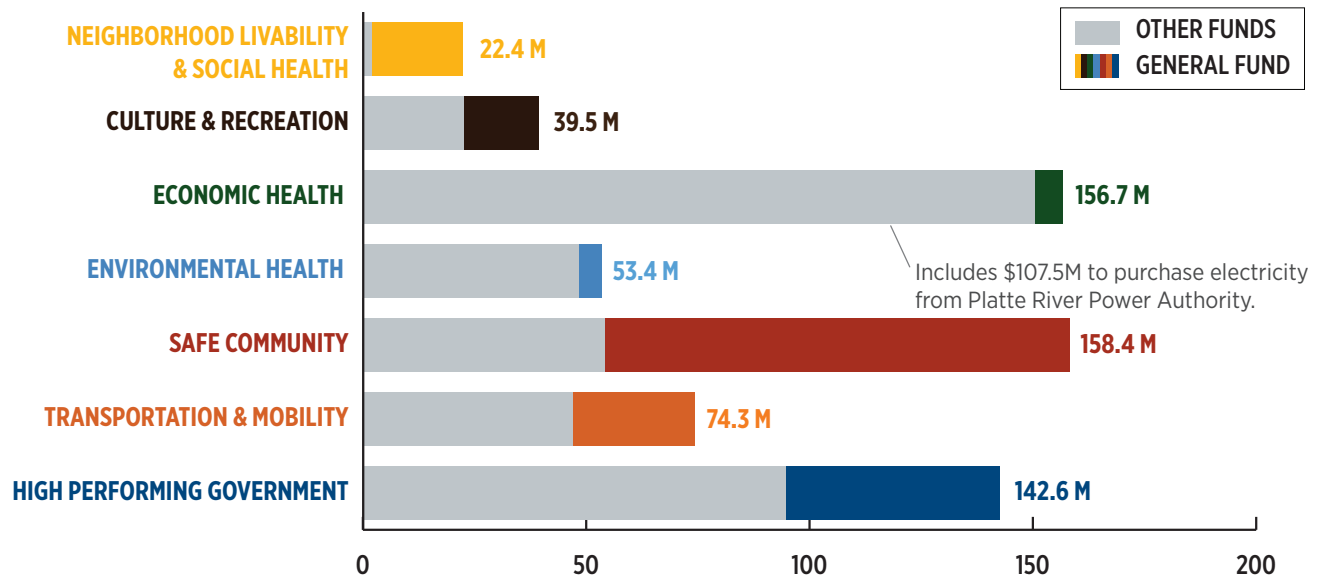
2023 General Fund & Other Funds



* In addition to the seven outcomes, the total allocation by results also includes \$170.7M in 2023 for items like transfers between funds, debt service, payments to retirees and insurance costs. See the Budget Overview for more information.

TOTAL ALLOCATION BY OUTCOME: \$825.6M*

2024 General Fund & Other Funds



* In addition to the seven outcomes, the total allocation by results also includes \$178.2M in 2024 for items like transfers between funds, debt service, payments to retirees and insurance costs. See the Budget Overview for more information.

OFFER RECAP

Offers In Outcomes

	2023	2024
Neighborhood Livability and Social Health	23,037,170	22,391,980
Culture and Recreation	41,858,266	39,478,657
Economic Health	151,004,698	156,704,097
Environmental Health	59,388,151	53,449,981
Safe Community	152,411,107	158,366,209
Transportation and Mobility	71,637,411	74,337,580
High Performing Government	136,721,965	142,631,427
Total Outcomes	636,058,768	647,359,931

Offers Not Included in Outcomes

<u>Type</u>	<u>Offer</u>	2023	2024
Transfers	6.1 Light & Power Payments and Transfers	20,195,564	20,950,370
	6.2 Water Payments & Transfers	9,451,511	9,787,641
	6.3 Wastewater Payments and Transfers	8,868,851	9,140,580
	6.4 Stormwater Payments & Transfers	5,589,452	5,583,129
	6.5 Customer Service & Administration Payments & Transfers	319,378	324,523
	6.6 Utility Funds Transfers to the General Fund	814,652	854,959
	6.7 Utility Funds Transfers to other Funds (not General Fund)	1,499,692	1,269,885
	37.1 General Fund Off the Top: Insurance & SRM Admin charge	2,221,521	2,307,199
	37.2 General Employee's Retirement Plan & General Fund GERP Supplemental	6,829,844	7,134,844
	37.3 Debt Service - Capital Leasing	6,544,794	6,536,882
	37.4 General Fund Non-Departmental: Other (Property Tax, Contingency)	760,000	760,000
	38.1 General Fund Support to Various Funds for Operations and Debt Service	43,888,435	45,957,743
	38.2 Capital Expansion Fund Transfers - Police and General Government Interest	758,838	113,773
	38.3 Transfers to the General Fund	1,515,041	1,773,929
	38.4 Sales & Use Tax Fund Transfer (to Natural Areas)	10,441,753	10,670,330
	38.5 Transfers to the Capital Projects Fund	4,025,000	3,025,000
	38.7 Community Capital Improvement Program (CCIP) O&M	88,000	48,000
	38.8 Community Capital Improvement Program (CCIP) - Transfer to Capital Projects	4,000,000	6,100,000
	38.9 Transfers between Funds (not General Fund)	3,876,923	2,204,784
	40.1 Downtown Development Authority: Operating & Capital	25,428,441	25,429,365
	62.1 Debt Service & Transfer Payments	13,438,899	18,135,248
	62.2 Utilities: Connexion Transfer to the General Fund	93,991	95,760
	77.1 Skyview South GID #15 Budget Offer	1,000	1,000
	Sub-total	\$170,651,580	\$178,204,944
	Total Appropriations	\$806,710,348	\$825,564,875

2023-24 PROPOSED APPROPRIATIONS

	2023	2024
GENERAL FUND	232,698,569	238,853,226
SPECIAL REVENUE FUNDS		
Capital Expansion Fund	1,133,838	488,773
Cemeteries Fund	1,087,664	898,323
Cultural Services Fund		
Operating Total	7,681,743	7,541,711
Capital		
Art in Public Places	81,132	73,984
Total Cultural Services Fund	\$7,762,875	\$7,615,695
General Employees' Retirement Fund	6,534,500	6,839,500
Keep Fort Collins Great Fund	1,600,000	0
Museum Fund	1,143,192	1,190,246
Natural Areas Fund	15,766,139	15,061,361
Parking Fund	3,126,583	2,939,175
Perpetual Care Fund	40,000	40,000
Recreation Fund	9,881,713	10,119,381
Sales & Use Tax Fund	10,441,753	10,670,330
Transit Services Fund	22,335,749	23,154,839
Transportation CEF Fund	1,538,055	1,552,339
Transportation Fund	40,869,761	41,659,100
Capital Leasing Corp Fund	6,544,794	6,536,882
TOTAL SPECIAL REVENUE & DEBT SERVICE FUNDS	\$129,806,616	\$128,765,944
CAPITAL IMPROVEMENT FUNDS		
General City Capital		
Capital		
CCIP Arterial Intersection Imp	800,000	1,200,000
CCIP Bicycle Infrastructure Im	500,000	800,000
CCIP Bike/Ped Grade Sep Cross	800,000	1,200,000
CCIP Bus Stop Improvements	100,000	100,000
CCIP Nature in the City	300,000	400,000
CCIP Pedestrian Sidewalk - ADA	1,500,000	2,400,000
CCIP Siphon Ped Overpass	450,000	0
City Bridge Program	2,800,000	2,800,000
East Community Park	758,838	113,773
Landfill Grndwater Remed IGA	650,000	100,000
Railroad Crossing Replacment	125,000	125,000
Total General City Capital	\$8,783,838	\$9,238,773
Community Capital Improvement		
Afford Housing Capital Program	500,000	500,000
Arterial Intersection Imprvmnt	800,000	1,200,000
Bicycle Infrastructure Imprvmt	500,000	800,000
Bike/Ped Grade Separated Cross	800,000	1,200,000
Bus Stop Improvements	100,000	100,000
Carnegie Bldg Renovation	25,000	25,000
Gardens Visitor Ctr Expansion	40,000	0
Linden St Renovation	12,000	12,000
Nature in the City	300,000	400,000
Pedestrian Sidewalk - ADA	1,500,000	2,400,000
Willow Street Improvements	11,000	11,000
Total Community Capital Improvement	\$4,588,000	\$6,648,000

2023-24 PROPOSED APPROPRIATIONS

	2023	2024
Conservation Trust Fund		
Operating Total	694,182	648,743
Capital		
Trail Acquisition/Development	2,222,222	552,020
Total Conservation Trust Fund	\$2,916,404	\$1,200,763
Neighborhood Parkland Fund		
Operating Total	709,923	740,639
Capital		
New Park Site Development	3,021,212	3,021,212
Total Neighborhood Parkland Fund	\$3,731,135	\$3,761,851
TOTAL CAPITAL IMPROVEMENT FUNDS	\$20,019,377	\$20,849,387
ENTERPRISE FUNDS		
Broadband Fund		
Operating Total	24,065,471	29,564,608
Total Broadband Fund	\$24,065,471	\$29,564,608
Golf Fund		
Operating Total	5,004,625	4,902,600
Total Golf Fund	\$5,004,625	\$4,902,600
Light & Power Fund		
Operating Total	152,409,492	160,285,907
Capital		
Grid Integrated Water Heater Installations	175,000	355,000
Direct Install Demand Response T-stat Replac	100,000	100,000
Advanced Meter Infrastructure	347,470	0
Art in Public Places	52,230	52,230
CMMS–Maintenance Management	400,000	380,000
Dist. System Impr. & Replace.	634,000	381,000
Distribution Automation-Parent	200,000	200,000
New Capacity-Circuits	465,000	1,730,000
Operational Technology	830,000	250,000
Service Center - L&P Parent	656,500	400,000
Streetlights - Parent	1,106,866	1,106,866
Substation Cap Prj - Parent	851,000	696,000
System Relocations - Parent	400,000	400,000
Transformers - Parent	3,000,000	2,000,000
Capital Total	9,218,066	8,051,096
Total Light & Power Fund	\$161,627,558	\$168,337,003
Stormwater Fund		
Operating Total	15,115,418	15,313,952
Capital		
2021-Boxelder Watershed Dams	90,000	90,000
Art in Public Places	51,200	51,200
Water Treatment Plant Master Plan	0	250,000
Cured in Place Pipe	500,000	500,000
Developer Repays	0	200,000
Master Planning	200,000	200,000
Stormwater Basin Improvements	2,000,000	2,000,000
Stream Rehabilitation Program	1,000,000	4,000,000
SW Land Acquisition	125,000	250,000
Utility Service Center Phase 2	200,000	200,000
Capital Total	4,166,200	7,741,200
Total Stormwater Fund	\$19,281,618	\$23,055,152

2023-24 PROPOSED APPROPRIATIONS

	2023	2024
Wastewater Fund		
Operating Total	21,396,016	21,247,009
Capital		
Mulberry UV Disinf. & Master Plan	4,360,000	0
Art in Public Places	44,000	44,000
Meadow Storage Facility & Master Plan	300,000	150,000
Collection Sys Replace Pgm	1,750,000	1,750,000
DWRF HVAC Improvements	600,000	600,000
Operational Technology	500,000	500,000
PARENT-Collect Small Projects	1,500,000	1,500,000
PARENT-Cured In Place Pipe	750,000	1,000,000
PARENT-Serv Center Improvemnts	200,000	200,000
PARENT-Water Recl Replcmt Prgm	530,000	530,000
Capital Total	10,534,000	6,274,000
Total Wastewater Fund	\$31,930,016	\$27,521,009
Water Fund		
Operating Total	29,202,346	30,500,981
Capital		
2019-Enviro Learn Center Dam	2,089,196	0
2022 – AMI Equip&Tech Upgrade	160,530	0
Joe Wright Reservoir Gate Replacement	0	2,400,000
Art in Public Places	73,640	73,640
Water Treatment Plant Master Plan	0	700,000
Distribution Sys Replac	1,000,000	1,000,000
Galvanized Service Repl	1,000,000	1,200,000
Halligan Res Enlargement Proj	16,000,000	8,000,000
PARENT-Cathodic Protection	625,000	625,000
PARENT-Distro Small Projects	2,000,000	2,000,000
PARENT-Service Cntr Improvm't	300,000	300,000
PARENT-Water Prod Replcmt Prgm	1,030,000	1,030,000
PARENT-Watershed Protection	140,000	140,000
PARENT-Wtr Meter Replacement	850,000	850,000
Capital Total	25,268,366	18,318,640
Total Water Fund	\$54,470,712	\$48,819,621
TOTAL ENTERPRISE FUNDS	\$296,380,000	\$302,199,993
INTERNAL SERVICE FUNDS		
Benefits Fund	37,522,631	40,443,127
Data & Communications Fund	12,650,191	14,142,969
Equipment Fund	14,705,583	15,817,038
Self Insurance Fund	8,219,236	8,632,596
Utility CS&A Fund	23,288,406	24,322,219
TOTAL INTERNAL SERVICE FUNDS	\$96,386,047	\$103,357,949
These funds are included in the Total City Budget, but adopted on separate Ordinances:		
Downtown Development Authority (including debt service funds)	25,428,441	25,429,365
General Improvement District 1	313,275	314,459
General Improvement District #15 Skyview	1,000	1,000
URA Debt Service Funds	5,677,023	5,793,552
	\$31,419,739	\$31,538,376
GRAND TOTAL	\$806,710,348	\$825,564,875

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Neighborhood Livability & Social Health

Fort Collins provides a high-quality built environment, supports connected neighborhoods, seeks to advance equity and affordability, and fosters the social health of the community.



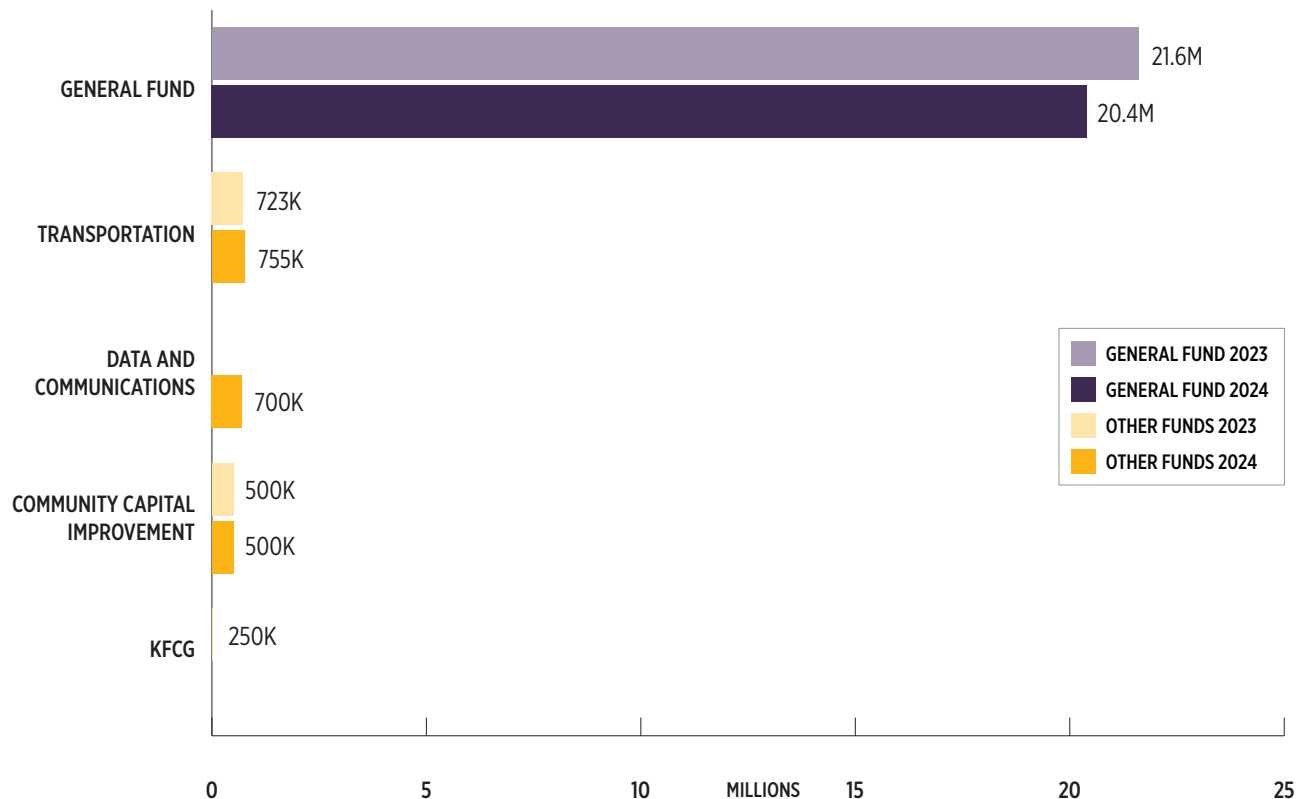


Neighborhood Livability & Social Health

2023 General Fund & Other Funds – \$23.0 M

2024 General Fund & Other Funds – \$22.4 M

- Neighborhood Services
- Homelessness Support
- Equity Opportunities
- Affordable Housing
- Development Review



OVERVIEW

Neighborhood Livability & Social Health funds a variety of services that support and help to maintain the high quality of life in Fort Collins. The strategic objectives for Neighborhood Livability & Social Health, as outlined in the 2022 Strategic Plan, are as follows:

- 1.1 Increase housing supply and choice and address inequities in housing to ensure that everyone has healthy, stable housing they can afford.
- 1.2 Collaborate to leverage community partners' expertise in addressing priority human service issues like poverty and mental health, and to make homelessness rare, brief and non-recurring.
- 1.3 Increase resident participation in income-qualified services and improve accessibility to City and community programs for low- and moderate-income households.
- 1.4 Advance equity for all with an emphasis on racial justice to remove systemic barriers so that persons of all identities, including race, ethnicity, religion, gender and gender identity, age, class, sexual orientation, mental and physical abilities can fully participate in City services and experience equitable community outcomes.
- 1.5 Enhance the quality of life and sense of belonging in neighborhoods by connecting neighbors to City services, building community, and fostering harmonious relationships.
- 1.6 Transform regulations and revise procedures to increase clarity and predictability to ensure new development advances adopted City plans and policies.
- 1.7 Advance planning efforts in the Growth Management Area, including holistic considerations for potential annexations.

1.8 Preserve and enhance mobile home parks as a source of affordable housing and create a safe and equitable environment for residents.

1.9 Plan for, preserve, plant and maintain a safe, healthy and resilient urban forest.

KEY PURCHASES

- Social Sustainability programs including affordable housing and human services
- Low-income, senior and disabled rebate programs
- Neighborhood and Building Services programs, including code enforcement, mediation, and restorative justice
- Forestry management
- Larimer Humane Society Contract
- Graffiti Abatement Program

Enhancements and Positions Added*

Offer #	Offer Title	Primary Strat. Obj.	2023	2024
11.6	REDEPLOY Consulting Services for 1.0 FTE - Digital Access & Equity Program Coordinator	1.3	0	0
23.8	Land Use Code Update - Phase 2	1.6	650,000	20,000
23.10	ARPA Technical Assistance for Small Business + 1 FTE Contractual City Planner	1.6	111,155	132,098
23.22	Digital Transformation of Licensing, Permitting, and Inspection Processes	1.6	950,000	1,150,000
23.27	1.0 FTE Building Services Staffing - Building Development Review Technician	1.1	49,323	68,757
24.7	ARPA Eviction Legal Fund	1.1	200,000	200,000
24.9	Larimer Humane Society Planned Increase	1.5	82,500	165,000
24.11	ARPA Backflow Preventer Funding for Mobile Home Parks	1.8	132,500	0
31.3	Homelessness Initiatives/Programs Ongoing City Support	1.2	398,000	398,000
31.4	CCIP - Affordable Housing Capital Fund	1.1	500,000	500,000
31.7	Human Services Program Grant Funding	1.2	250,000	250,000
31.11	Homelessness Initiatives & Programs Increase	1.2	201,000	201,000
31.12	ARPA - Homelessness Initiatives - Recovery & Stabilization	1.2	536,000	536,000
31.13	ARPA - 1.0 FTE - Contractual Social Sustainability Recovery Specialist	1.2	73,681	74,242
31.15	1.0 FTE - Senior Specialist for Housing, Homelessness, and Social Health	1.1	0	99,172
31.20	ARPA - Affordable Housing Land Bank Expansion	1.1	1,000,000	0
59.5	Emerald Ash Borer Infestation Management	1.9	260,500	285,500
59.10	Urban Forestry Continuing Enhancements	1.9	500,000	500,000
72.1	ARPA Equity Grant Fund	1.4	200,000	200,000
TOTAL:			\$6,094,659	\$4,779,769

* Some Offers listed as 'Enhancements' may have been funded in prior budget cycles but, were not included in Ongoing Offers.

Drilling Platform - Ranked Offers by Outcome

Budget Years: 2023 - 2024

NEIGHBORHOOD LIVABILITY AND SOCIAL HEALTH - 2023

Rank	Offer # & Name	Offer Cost	Offer Funding			
		Total	GENERAL FUND Dedicated	Ongoing	OTHER FUNDS	RESERVES
Not Ranked	8.1 - Graffiti Abatement Program Offer Type: Ongoing	148,009	0	148,009	0	0
Not Ranked	11.2 - Digital Access & Equity Program Offer Type: Ongoing	750,000	0	750,000	0	0
Not Ranked	11.5 - Income-Qualified and Reduced-Fee Departmental Bundle Offer Type: Ongoing	396,815	357,143	39,672	0	0
			Prior KFCG 0.25% for Other Comm & Trans - Ongoing Revenue			
Not Ranked	23.1 - Planning and Development Services Offer Type: Ongoing	2,510,637	1,291,045	1,219,592	0	0
			Development Review			
Not Ranked	23.3 - CDNS Administrative Services Offer Type: Ongoing	961,748	0	961,748	0	0
Not Ranked	23.4 - Historic Preservation Offer Type: Ongoing	471,872	104,008	367,864	0	0
			Prior KFCG 0.25% for Other Comm & Trans - Ongoing Revenue			
Not Ranked	23.5 - Building Services Offer Type: Ongoing	2,944,334	1,863,700	1,080,634	0	0
			Development Review			
Not Ranked	23.6 - Engineering Development Review Offer Type: Ongoing	927,808	793,877	0	133,931	0
			Development Review		Transportation	
Not Ranked	23.7 - Right-of-Way Construction Inspection & Management Division Offer Type: Ongoing	589,526	0	0	589,526	0
			Transportation			
Not Ranked	24.1 - Code Compliance Offer Type: Ongoing	783,259	72,000	711,259	0	0
			Special Assessments			

Drilling Platform - Ranked Offers by Outcome

Budget Years: 2023 - 2024

NEIGHBORHOOD LIVABILITY AND SOCIAL HEALTH - 2023

Rank	Offer # & Name	Offer Cost	Offer Funding			
		Total	GENERAL FUND Dedicated	Ongoing	OTHER FUNDS	RESERVES
Not Ranked	24.2 - Neighborhood Services Offer Type: Ongoing	693,592	0	693,592	0	0
Not Ranked	24.3 - Mediation and Restorative Justice Offer Type: Ongoing	326,462	240,000	86,462	0	0
			<i>Prior KFCG 0.25% for Other Comm & Trans - Ongoing Revenue</i>			
Not Ranked	24.4 - Larimer Humane Society Offer Type: Ongoing	985,000	714,212	270,788	0	0
			<i>Prior KFCG 0.25% for Other Comm & Trans - Ongoing Revenue</i>			
Not Ranked	31.1 - Social Sustainability Leadership / Housing & Homelessness / Community Support Offer Type: Ongoing	773,268	0	773,268	0	0
Not Ranked	31.2 - Social Sustainability Leadership and Funding for Human Services & Affordable Housing Offer Type: Ongoing	1,333,720	602,810	730,910	0	0
			<i>Prior KFCG 0.25% for Other Comm & Trans - Ongoing Revenue</i>		<i>City of Fort Collins</i>	
Not Ranked	59.1 - Urban Forest Management Offer Type: Ongoing	2,151,618	200,000	1,951,618	0	0
			<i>Development Review Park Fees</i>			
Not Ranked	59.2 - Urban Forest Management - Tree Replacement Offer Type: Asset Management-Ongoing	194,843	0	194,843	0	0
18	11.6 - REDEPLOY Consulting Services for 1.0 FTE - Digital Access & Equity Program Coordinator Offer Type: Redeploy	0	0	0	0	0
					<i>City of Fort Collins</i>	
20	24.11 - ARPA Backflow Preventer Funding for Mobile Home Parks Offer Type: 1-Time Enhancement	132,500	0	0	0	132,500
						<i>General Fund</i>
21	31.4 - CCIP - Affordable Housing Capital Fund Offer Type: Continuing Enhancement	500,000	0	0	500,000	0
					<i>Community Capital Improvement</i>	

Drilling Platform - Ranked Offers by Outcome

Budget Years: 2023 - 2024

NEIGHBORHOOD LIVABILITY AND SOCIAL HEALTH - 2023

Rank	Offer # & Name	Offer Cost	Offer Funding			
		Total	GENERAL FUND Dedicated	Ongoing	OTHER FUNDS	RESERVES
23	31.15 - 1.0 FTE - Senior Specialist for Housing, Homelessness, and Social Health Offer Type: Enhancement	0	0	0	0	0
24	31.7 - Human Services Program Grant Funding Offer Type: Continuing Enhancement	250,000	0	0	0	250,000 <i>Keep Fort Collins Great</i>
25 Support	31.3 - Homelessness Initiatives/Programs Ongoing City Offer Type: Continuing Enhancement	398,000	0	0	0	398,000 <i>General Fund</i>
26	31.11 - Homelessness Initiatives & Programs Increase Offer Type: Continuing Enhancement	201,000	0	0	0	201,000 <i>General Fund</i>
27 Recovery Specialist	31.13 - ARPA - 1.0 FTE - Contractual Social Sustainability Offer Type: 1-Time Enhancement	73,681	0	0	0	73,681 <i>General Fund</i>
28	31.20 - ARPA - Affordable Housing Land Bank Expansion Offer Type: 1-Time Enhancement	1,000,000	0	0	0	1,000,000 <i>General Fund</i>
29	59.5 - Emerald Ash Borer Infestation Management Offer Type: Continuing Enhancement	260,500	0	260,500	0	0
31 Stabilization	31.12 - ARPA - Homelessness Initiatives - Recovery & Offer Type: 1-Time Enhancement	536,000	0	0	0	536,000 <i>General Fund</i>
32	23.8 - Land Use Code Update - Phase 2 Offer Type: Enhancement	650,000	0	0	0	650,000 <i>General Fund</i>
33 FTE Contractual City Planner	23.10 - ARPA Technical Assistance for Small Business + 1 Offer Type: 1-Time Enhancement	111,155	0	0	0	111,155 <i>General Fund</i>

Drilling Platform - Ranked Offers by Outcome

Budget Years: 2023 - 2024

NEIGHBORHOOD LIVABILITY AND SOCIAL HEALTH - 2023

Rank	Offer # & Name	Offer Cost	Offer Funding			
		Total	GENERAL FUND Dedicated	Ongoing	OTHER FUNDS	RESERVES
37	24.7 - ARPA Eviction Legal Fund Offer Type: 1-Time Enhancement	200,000	0	0	0	200,000 <i>General Fund</i>
45	24.9 - Larimer Humane Society Planned Increase Offer Type: Enhancement	82,500	0	82,500	0	0
50	23.22 - Digital Transformation of Licensing, Permitting, and Inspection Processes Offer Type: Enhancement	950,000	0	0	0	950,000 <i>General Fund Data & Communications</i>
58	72.1 - ARPA Equity Grant Fund Offer Type: 1-Time Enhancement	200,000	0	0	0	200,000 <i>General Fund</i>
66	23.27 - 1.0 FTE Building Services Staffing - Building Development Review Technician Offer Type: Enhancement	49,323	0	49,323	0	0
67	59.10 - Urban Forestry Continuing Enhancements Offer Type: Continuing Enhancement	500,000	0	500,000	0	0
Funded Offers		23,037,170	6,238,795	10,872,582	1,223,457	4,702,336
23	31.10 - 0.25 FTE Increase - Business Support III Human Services Program Capacity Offer Type: Enhancement	25,100	0	25,100	0	0
30	23.18 - 3.75 FTE - Building Services Staffing (2 FTE Building Inspectors, 1.75 FTE BDRT) Offer Type: Enhancement	185,751	0	185,751	0	0
34	23.16 - Part-time Hourly Historic Preservation Intern Offer Type: Continuing Enhancement	43,187	0	43,187	0	0

Drilling Platform - Ranked Offers by Outcome

Budget Years: 2023 - 2024

NEIGHBORHOOD LIVABILITY AND SOCIAL HEALTH - 2023

Rank	Offer # & Name	Offer Cost	Offer Funding			
		Total	GENERAL FUND Dedicated	Ongoing	OTHER FUNDS	RESERVES
35 Review	23.20 - 2.0 FTE Landscape Inspectors - Development Offer Type: Enhancement	201,319	0	201,319	0	0
36 Review	23.21 - 1 FTE Classified GIS Technician II - Development Offer Type: Enhancement	72,122	0	72,122	0	0
38	24.8 - Immigration Legal Fund Offer Type: Enhancement	250,000	0	250,000	0	0
39	11.3 - Philanthropic Partnerships Offer Type: Enhancement	25,000	0	25,000	0	0
40	11.4 - 1.0 FTE - Income-Qualified Navigator Offer Type: Enhancement	69,598	0	69,598	0	0
41	23.12 - Growth Management Area Analysis and Strategic Visioning - Joint Project with Larimer County Offer Type: 1-Time Enhancement	350,000	0	0	0	350,000 <i>General Fund</i>
42	23.14 - 3.0 FTE Licensing Techs - CDNS Licensing Team Offer Type: Enhancement	147,969	0	147,969	0	0
43	24.12 - Mobile Home Park Code Compliance Program Offer Type: 1-Time Enhancement	50,000	0	0	0	50,000 <i>General Fund</i>
44	31.14 - 1.0 FTE - Affordable Housing Specialist Offer Type: Enhancement	67,173	0	67,173	0	0
46	23.24 - 1.0 FTE - Full-Time Hourly to Classified For Engineering and CDNS Records Retention Offer Type: 1-Time Enhancement	54,432	0	0	0	54,432 <i>General Fund</i>

Drilling Platform - Ranked Offers by Outcome

Budget Years: 2023 - 2024

NEIGHBORHOOD LIVABILITY AND SOCIAL HEALTH - 2023

Rank	Offer # & Name	Offer Cost	Offer Funding			
		Total	GENERAL FUND Dedicated	Ongoing	OTHER FUNDS	RESERVES
47	23.17 - 1 FTE - Historic Preservation Surveyor Specialist Offer Type: Enhancement	59,603	0	59,603	0	0
48	59.6 - Urban Forest Strategic Plan Offer Type: 1-Time Enhancement	230,310	0	0	0	230,310 <i>General Fund</i>
49	23.26 - Advancing Accessible Permitting Offer Type: 1-Time Enhancement	158,000	0	0	0	158,000 <i>General Fund</i>
51	23.25 - 1 FTE - Development Review Traffic Engineer (joint offer FCMOVES, Traffic Operations) Offer Type: Enhancement	85,262	0	0	85,262 <i>Transportation</i>	0
52	23.15 - Digitize Backlogged Commercial Plans and Mylars Offer Type: 1-Time Enhancement	150,000	0	0	0	150,000 <i>General Fund</i>
53	24.5 - 4.0 FTE - Rental Licensing Program Offer Type: Enhancement	305,579	0	305,579	0	0
54	59.8 - Urban Forest & Stormwater Management: Tree Inventory along Irrigation Canals Offer Type: 1-Time Enhancement	110,310	0	0	0	110,310 <i>General Fund</i>
55	23.23 - 1 FTE - Equity in Planning and Historic Visibility Specialist Offer Type: Enhancement	59,603	0	59,603	0	0
56	31.16 - Human Services Program Grant Funding - Growth Offer Type: Enhancement	300,000	0	300,000	0	0
57	71.1 - Assessment of Citywide Organizational Practices and Structure to Deliver on Compliance with Local Policies Offer Type: 1-Time Enhancement	90,000	0	0	0	90,000 <i>General Fund</i>

Drilling Platform - Ranked Offers by Outcome

Budget Years: 2023 - 2024

NEIGHBORHOOD LIVABILITY AND SOCIAL HEALTH - 2023

Rank	Offer # & Name	Offer Cost	Offer Funding			
		Total	GENERAL FUND Dedicated	Ongoing	OTHER FUNDS	RESERVES
59	24.6 - ARPA Neighborhood-Led Resilience Programs & Projects (1.0 FTE Contractual Public Engagement) Offer Type: 1-Time Enhancement	400,027	0	0	0	400,027 <i>General Fund</i>
60	31.17 - ARPA - Social Services Recovery Grants Offer Type: 1-Time Enhancement	750,000	0	0	0	750,000 <i>General Fund</i>
61	31.19 - ARPA - Expansion of the Affordable Housing Fund Offer Type: 1-Time Enhancement	525,000	0	0	0	525,000 <i>General Fund</i>
62	31.21 - ARPA - Affordable Housing Fee Credit Fund Offer Type: 1-Time Enhancement	350,000	0	0	0	350,000 <i>General Fund</i>
63 Program	31.22 - ARPA - Affordable Housing Utilities Fee Relief Offer Type: 1-Time Enhancement	750,000	0	0	0	750,000 <i>General Fund</i>
64	23.11 - On-Call Contract for Building & Development Review Professional Services Offer Type: Enhancement	60,000	0	0	0	60,000 <i>General Fund</i>
65	31.23 - Affordable Housing EV Infrastructure Credits Offer Type: Enhancement	140,000	0	140,000	0	0
Unfunded Offers		6,065,345	0	1,952,004	85,262	4,028,079
Total Offers		29,102,515	6,238,795	12,824,586	1,308,719	8,730,415

Drilling Platform - Ranked Offers by Outcome

Budget Years: 2023 - 2024

NEIGHBORHOOD LIVABILITY AND SOCIAL HEALTH - 2024

Rank	Offer # & Name	Offer Cost	Offer Funding			
		Total	GENERAL FUND Dedicated	Ongoing	OTHER FUNDS	RESERVES
Not Ranked	8.1 - Graffiti Abatement Program Offer Type: Ongoing	153,480	0	153,480	0	0
Not Ranked	11.2 - Digital Access & Equity Program Offer Type: Ongoing	800,000	0	800,000	0	0
Not Ranked	11.5 - Income-Qualified and Reduced-Fee Departmental Bundle Offer Type: Ongoing	412,355	357,143	55,212	0	0
			Prior KFCG 0.25% for Other Comm & Trans - Ongoing Revenue			
Not Ranked	23.1 - Planning and Development Services Offer Type: Ongoing	2,616,255	1,328,438	1,287,817	0	0
			Development Review			
Not Ranked	23.3 - CDNS Administrative Services Offer Type: Ongoing	1,001,903	0	1,001,903	0	0
Not Ranked	23.4 - Historic Preservation Offer Type: Ongoing	488,005	104,308	383,697	0	0
			Prior KFCG 0.25% for Other Comm & Trans - Ongoing Revenue			
Not Ranked	23.5 - Building Services Offer Type: Ongoing	3,077,513	2,143,684	933,829	0	0
			Development Review			
Not Ranked	23.6 - Engineering Development Review Offer Type: Ongoing	969,385	829,188	0	140,197	0
			Development Review		Transportation	
Not Ranked	23.7 - Right-of-Way Construction Inspection & Management Division Offer Type: Ongoing	615,128	0	0	615,128	0
			Transportation			
Not Ranked	24.1 - Code Compliance Offer Type: Ongoing	811,118	72,000	739,118	0	0
			Special Assessments			

Drilling Platform - Ranked Offers by Outcome

Budget Years: 2023 - 2024

NEIGHBORHOOD LIVABILITY AND SOCIAL HEALTH - 2024

Rank	Offer # & Name	Offer Cost	Offer Funding			
		Total	GENERAL FUND Dedicated	Ongoing	OTHER FUNDS	RESERVES
Not Ranked	24.2 - Neighborhood Services Offer Type: Ongoing	724,246	0	724,246	0	0
Not Ranked	24.3 - Mediation and Restorative Justice Offer Type: Ongoing	343,778	264,000	79,778	0	0
			<i>Prior KFCG 0.25% for Other Comm & Trans - Ongoing Revenue</i>			
Not Ranked	24.4 - Larimer Humane Society Offer Type: Ongoing	985,000	777,246	207,754	0	0
			<i>Prior KFCG 0.25% for Other Comm & Trans - Ongoing Revenue</i>			
Not Ranked	31.1 - Social Sustainability Leadership / Housing & Homelessness / Community Support Offer Type: Ongoing	803,791	0	803,791	0	0
Not Ranked	31.2 - Social Sustainability Leadership and Funding for Human Services & Affordable Housing Offer Type: Ongoing	1,369,791	616,256	753,535	0	0
			<i>Prior KFCG 0.25% for Other Comm & Trans - Ongoing Revenue</i>		<i>City of Fort Collins</i>	
Not Ranked	59.1 - Urban Forest Management Offer Type: Ongoing	2,240,363	200,000	2,040,363	0	0
			<i>Development Review Park Fees</i>			
Not Ranked	59.2 - Urban Forest Management - Tree Replacement Offer Type: Asset Management-Ongoing	200,100	0	200,100	0	0
18	11.6 - REDEPLOY Consulting Services for 1.0 FTE - Digital Access & Equity Program Coordinator Offer Type: Redeploy	0	0	0	0	0
					<i>City of Fort Collins</i>	
20	24.11 - ARPA Backflow Preventer Funding for Mobile Home Parks Offer Type: 1-Time Enhancement	0	0	0	0	0
						<i>General Fund</i>
21	31.4 - CCIP - Affordable Housing Capital Fund Offer Type: Continuing Enhancement	500,000	0	0	500,000	0
					<i>Community Capital Improvement</i>	

Drilling Platform - Ranked Offers by Outcome

Budget Years: 2023 - 2024

NEIGHBORHOOD LIVABILITY AND SOCIAL HEALTH - 2024

Rank	Offer # & Name	Offer Cost	Offer Funding			
		Total	GENERAL FUND Dedicated	Ongoing	OTHER FUNDS	RESERVES
23	31.15 - 1.0 FTE - Senior Specialist for Housing, Homelessness, and Social Health Offer Type: Enhancement	99,172	0	99,172	0	0
24	31.7 - Human Services Program Grant Funding Offer Type: Continuing Enhancement	250,000	0	250,000	0	0 <i>Keep Fort Collins Great</i>
25 Support	31.3 - Homelessness Initiatives/Programs Ongoing City Offer Type: Continuing Enhancement	398,000	0	0	0	398,000 <i>General Fund</i>
26	31.11 - Homelessness Initiatives & Programs Increase Offer Type: Continuing Enhancement	201,000	0	0	0	201,000 <i>General Fund</i>
27 Recovery Specialist	31.13 - ARPA - 1.0 FTE - Contractual Social Sustainability Offer Type: 1-Time Enhancement	74,242	0	0	0	74,242 <i>General Fund</i>
28	31.20 - ARPA - Affordable Housing Land Bank Expansion Offer Type: 1-Time Enhancement	0	0	0	0	0 <i>General Fund</i>
29	59.5 - Emerald Ash Borer Infestation Management Offer Type: Continuing Enhancement	285,500	0	285,500	0	0
31 Stabilization	31.12 - ARPA - Homelessness Initiatives - Recovery & Offer Type: 1-Time Enhancement	536,000	0	0	0	536,000 <i>General Fund</i>
32	23.8 - Land Use Code Update - Phase 2 Offer Type: Enhancement	20,000	0	0	0	20,000 <i>General Fund</i>
33	23.10 - ARPA Technical Assistance for Small Business + 1 FTE Contractual City Planner Offer Type: 1-Time Enhancement	132,098	0	0	0	132,098 <i>General Fund</i>

Drilling Platform - Ranked Offers by Outcome

Budget Years: 2023 - 2024

NEIGHBORHOOD LIVABILITY AND SOCIAL HEALTH - 2024

Rank	Offer # & Name	Offer Cost Total	Offer Funding			
			GENERAL FUND Dedicated	Ongoing	OTHER FUNDS	RESERVES
37	24.7 - ARPA Eviction Legal Fund Offer Type: 1-Time Enhancement	200,000	0	0	0	200,000 <i>General Fund</i>
45	24.9 - Larimer Humane Society Planned Increase Offer Type: Enhancement	165,000	0	165,000	0	0
50	23.22 - Digital Transformation of Licensing, Permitting, and Inspection Processes Offer Type: Enhancement	1,150,000	0	0	0	1,150,000 <i>General Fund Data & Communications</i>
58	72.1 - ARPA Equity Grant Fund Offer Type: 1-Time Enhancement	200,000	0	0	0	200,000 <i>General Fund</i>
66	23.27 - 1.0 FTE Building Services Staffing - Building Development Review Technician Offer Type: Enhancement	68,757	0	68,757	0	0
67	59.10 - Urban Forestry Continuing Enhancements Offer Type: Continuing Enhancement	500,000	0	500,000	0	0
Funded Offers		22,391,980	6,692,263	11,533,052	1,255,325	2,911,340
23	31.10 - 0.25 FTE Increase - Business Support III Human Services Program Capacity Offer Type: Enhancement	26,265	0	26,265	0	0
30	23.18 - 3.75 FTE - Building Services Staffing (2 FTE Building Inspectors, 1.75 FTE BDRT) Offer Type: Enhancement	275,981	0	275,981	0	0
34	23.16 - Part-time Hourly Historic Preservation Intern Offer Type: Continuing Enhancement	44,267	0	44,267	0	0

Drilling Platform - Ranked Offers by Outcome

Budget Years: 2023 - 2024

NEIGHBORHOOD LIVABILITY AND SOCIAL HEALTH - 2024

Rank	Offer # & Name	Offer Cost	Offer Funding			
		Total	GENERAL FUND Dedicated	Ongoing	OTHER FUNDS	RESERVES
35 Review	23.20 - 2.0 FTE Landscape Inspectors - Development Offer Type: Enhancement	210,387	0	210,387	0	0
36 Review	23.21 - 1 FTE Classified GIS Technician II - Development Offer Type: Enhancement	99,944	0	99,944	0	0
38	24.8 - Immigration Legal Fund Offer Type: Enhancement	250,000	0	250,000	0	0
39	11.3 - Philanthropic Partnerships Offer Type: Enhancement	25,000	0	25,000	0	0
40	11.4 - 1.0 FTE - Income-Qualified Navigator Offer Type: Enhancement	97,015	0	97,015	0	0
41	23.12 - Growth Management Area Analysis and Strategic Visioning - Joint Project with Larimer County Offer Type: 1-Time Enhancement	0	0	0	0	0 <i>General Fund</i>
42	23.14 - 3.0 FTE Licensing Techs - CDNS Licensing Team Offer Type: Enhancement	206,271	0	206,271	0	0
43	24.12 - Mobile Home Park Code Compliance Program Offer Type: 1-Time Enhancement	50,000	0	0	0	50,000 <i>General Fund</i>
44	31.14 - 1.0 FTE - Affordable Housing Specialist Offer Type: Enhancement	90,652	0	90,652	0	0
46	23.24 - 1.0 FTE - Full-Time Hourly to Classified For Engineering and CDNS Records Retention Offer Type: 1-Time Enhancement	59,932	0	0	0	59,932 <i>General Fund</i>

Drilling Platform - Ranked Offers by Outcome

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NEIGHBORHOOD LIVABILITY AND SOCIAL HEALTH - 2024

Rank	Offer # & Name	Offer Cost	Offer Funding			
		Total	GENERAL FUND Dedicated	Ongoing	OTHER FUNDS	RESERVES
47	23.17 - 1 FTE - Historic Preservation Surveyor Specialist Offer Type: Enhancement	83,082	0	83,082	0	0
48	59.6 - Urban Forest Strategic Plan Offer Type: 1-Time Enhancement	0	0	0	0	0 <i>General Fund</i>
49	23.26 - Advancing Accessible Permitting Offer Type: 1-Time Enhancement	0	0	0	0	0 <i>General Fund</i>
51	23.25 - 1 FTE - Development Review Traffic Engineer (joint offer FCMOVES, Traffic Operations) Offer Type: Enhancement	116,642	0	0	116,642	0 <i>Transportation</i>
52	23.15 - Digitize Backlogged Commercial Plans and Mylars Offer Type: 1-Time Enhancement	175,000	0	0	0	175,000 <i>General Fund</i>
53	24.5 - 4.0 FTE - Rental Licensing Program Offer Type: Enhancement	448,762	0	448,762	0	0
54	59.8 - Urban Forest & Stormwater Management: Tree Inventory along Irrigation Canals Offer Type: 1-Time Enhancement	0	0	0	0	0 <i>General Fund</i>
55	23.23 - 1 FTE - Equity in Planning and Historic Visibility Specialist Offer Type: Enhancement	83,082	0	83,082	0	0
56	31.16 - Human Services Program Grant Funding - Growth Offer Type: Enhancement	300,000	0	300,000	0	0
57	71.1 - Assessment of Citywide Organizational Practices and Structure to Deliver on Compliance with Local Policies Offer Type: 1-Time Enhancement	0	0	0	0	0 <i>General Fund</i>

Drilling Platform - Ranked Offers by Outcome

Budget Years: 2023 - 2024

NEIGHBORHOOD LIVABILITY AND SOCIAL HEALTH - 2024

Rank	Offer # & Name	Offer Cost	Offer Funding			
		Total	GENERAL FUND Dedicated	Ongoing	OTHER FUNDS	RESERVES
59	24.6 - ARPA Neighborhood-Led Resilience Programs & Projects (1.0 FTE Contractual Public Engagement) Offer Type: 1-Time Enhancement	361,294	0	0	0	361,294 <i>General Fund</i>
60	31.17 - ARPA - Social Services Recovery Grants Offer Type: 1-Time Enhancement	750,000	0	0	0	750,000 <i>General Fund</i>
61	31.19 - ARPA - Expansion of the Affordable Housing Fund Offer Type: 1-Time Enhancement	525,000	0	0	0	525,000 <i>General Fund</i>
62	31.21 - ARPA - Affordable Housing Fee Credit Fund Offer Type: 1-Time Enhancement	350,000	0	0	0	350,000 <i>General Fund</i>
63	31.22 - ARPA - Affordable Housing Utilities Fee Relief Program Offer Type: 1-Time Enhancement	750,000	0	0	0	750,000 <i>General Fund</i>
64	23.11 - On-Call Contract for Building & Development Review Professional Services Offer Type: Enhancement	0	0	0	0	0 <i>General Fund</i>
65	31.23 - Affordable Housing EV Infrastructure Credits Offer Type: Enhancement	140,000	0	140,000	0	0
Unfunded Offers		5,518,576	0	2,380,708	116,642	3,021,226
Total Offers		27,910,556	6,692,263	13,913,760	1,371,967	5,932,566

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8.1 Graffiti Abatement Program - Offer Type: Ongoing - Funded

2023 - \$148,009

2024 - \$153,480

Funding this offer provides graffiti abatement to keep Fort Collins clean, safe and attractive; part of the foundation for a high quality of life. Left alone, graffiti can create an impression that a neighborhood is uncared for and unsafe, which in turn can discourage community members from enjoying an area and invite other types of vandalism and crime. Graffiti can also be personally destructive if it conveys hatred or discrimination. Offensive graffiti can detract from the enjoyment of streets and other public areas by all users. If graffiti obliterates traffic signs or other types of public advisory vehicles, public safety could be compromised.

The economic costs of graffiti can be considerable. In addition to the cost of removing graffiti from a surface, graffiti can have a negative impact on the economy in general, tourism, retail, and small businesses.

Graffiti is sometimes connected with gangs who use it to communicate within their organization, to intimidate neighborhoods, to mark territory they claim, and to control and recruit new members.

The objective is to maintain an aesthetically pleasing environment, to beautify Fort Collins through the prompt removal of graffiti and to deter further graffiti vandalism. Experience has shown that removing graffiti as soon as it is reported is the best prevention against future graffiti. The vandals lose the ability to show off their work when the graffiti is removed in a timely manner.

In 2021, the team addressed 664 issues consisting of 3,127 graffiti tags with 56 percent of the graffiti being abated proactively. Graffiti information is received from three sources:

- Hotline 970.416.2400
- Online Access Fort Collins system, and includes online police reports and emailed reports
- Proactively addressing issues discovered in the field patrolled by the Graffiti Abatement Team

This Offer supports the following Strategic Objectives:

- NLSH 1.5 - Enhance the quality of life and sense of belonging in neighborhoods by connecting neighbors to City services, building community, and fostering harmonious relationships.
- HPG 7.1 - Provide world-class municipal services, while recognizing the importance of multi-sector relationships and partnerships at all levels.

11.2 Digital Access & Equity Program - Offer Type: Ongoing - Funded

2023 - \$750,000

2024 - \$800,000

The City of Fort Collins is committed to reducing historical and structural barriers to affordable, equitable access to technology. Per the Council priority to increase digital equity and reduce the digital divide across our community, this offer is funded via a dedicated 6% of Connexion net revenue paid to the General Fund as payment in lieu of taxes (PILOT) .

Digital Access provides income-eligible residents a monthly rate of \$19.95 per month for 1 gig internet speed plus wireless service.

- The reduced rate is a substantial discount from the \$59.95 Residential Service, but does not reduce or diminish speeds.
- Digital Access income eligibility is 50% Area Median Income, which aligns with eligibility for local affordable housing, PSD reduced lunch, and many other community benefits for our residents in need.

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This offer also includes costs for the completion and ongoing maintenance of Get FoCo, a mobile- friendly, all-in-one application for discounted programs and services offered by the City of Fort Collins for income-eligible residents.

Digital Equity includes the programs and services that provide residents with tools and opportunities that fully support digital skill-building, learning and participation. The City's Digital Equity program leverages community partnerships (e.g., the PSD Family Liaisons) that serve as trusted cultural brokers to the residents we strive to reach. (Is it worth mentioning the huge disparities for students in online learning when COVID-19 hit? Really focus on lack of access as a concrete barrier to education for low income community members).

This offer includes operational program costs, community partnerships, outreach and enrollment marketing, materials development, translation services, development of a Payment Assistance Fund, and community grants to support existing digital equity services within the community.

This Offer supports the following Strategic Objectives:

- HPG 7.6 - Optimize technology, data analysis and process improvements to innovate, guide decisions and enhance service delivery.
- NLSH 1.3 - Increase resident participation in income-qualified services and improve accessibility to City and community programs for low- and moderate-income households.

11.3 Philanthropic Partnerships - *Offer Type: Enhancement* - Unfunded

2023 - \$25,000

2024 - \$25,000

City Give is a unique municipal pathway for community co- creation and serves as a bridge between our community giving and City priorities.

Passionate residents, nonprofits and community organizations often approach the City with ideas for improved or expanded amenities such as park lighting or skateboard repair stations. City staff with these groups to determine the viability of their ideas and true costs (short- and long-term) of proposals.

The City recognizes the immeasurable contribution of community visionaries and their capacity for fundraising. Yet, the City also recognizes its responsibility to ensure all fundraising efforts are equipped, resourced and aligned within City plans and priorities.

Once a community-proposed project is determined as viable and aligns with City priorities, there is often an up- front City investment required to launch the partnership and fundraising campaign. This investment can range from design documents, an artist's contract, construction documents, development of campaign materials and so forth. Often, the needed resource for a successful philanthropic partnership is the time and talent of Park Planning & Development—a City department whose funding is dedicated exclusively for new parks, not for improvements to existing parks or City facilities.

This offer creates a funding to allow the City to bring community projects--all across the city-- and leverage the commitment and fundraising of resident groups with a passion for park improving the parks they love and want to fundraise on behalf of.

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This Offer supports the following Strategic Objectives:

- NLSH 1.5 - Enhance the quality of life and sense of belonging in neighborhoods by connecting neighbors to City services, building community, and fostering harmonious relationships.
- HPG 7.7 - Address current and long-term projected gap between available revenue and resources, and what is required to meet service levels set by adopted plans.
- CR 2.2 - Address infrastructure and amenity replacement and maintenance needs of trails, parks, cultural and recreation facilities while continuing the planned buildout of the parks and paved trail systems.

11.4 1.0 FTE - Income-Qualified Navigator - Offer Type: Enhancement - Unfunded

2023 - \$69,598

2024 - \$97,015

An Income-Qualified (IQ) Navigator will identify economies of centralized program delivery, determine real costs for current services, and develop internal efficiencies via streamlined administration, uniform performance measures, and orchestrated outreach.

A 2022 BFO Offer was funded but withdrawn via mid-cycle Appropriations due to the lack of organizational readiness. In 2023/2024, this offer will:

1. Fund a cross-functional, full-time IQ I Navigator position.
3. Evaluate income-qualified programs and fee rebates to develop efficiencies of streamlined administration, uniform performance measures, and orchestrated outreach.
4. Support the ongoing management of a universal application for all City of Fort Collins income-qualified programs: Gt FoCo.

The City's income-qualified and reduced-fee programs are a complex network of standalone benefits, historical ordinances, and seasonal rebate offers with varied eligibility criteria and separate applications. Across City departments, income-qualified programs are the passionate byproduct of City Council and organizational commitments to underserved populations.

Each program was created as a standalone departmental service, which means the income eligibility, application process, program structure, and measures of success are varied for each rebate and reduced-fee program. These variations create enormous burdens and barriers for residents who currently have to navigate multiple applications, eligibility requirements and program terms.

This Offer supports the following Strategic Objectives:

- NLSH 1.3 - Increase resident participation in income-qualified services and improve accessibility to City and community programs for low- and moderate-income households.
- HPG 7.6 - Optimize technology, data analysis and process improvements to innovate, guide decisions and enhance service delivery.

11.5 Income-Qualified and Reduced-Fee Departmental Bundle - Offer Type: Ongoing - Funded

2023 - \$396,815

2024 - \$412,355

The City's income-qualified (IQ) and reduced-fee programs are a complex network of standalone benefits, historical ordinances, and varied applications. Each department pays the full cost to administer these programs and residents carry the burden of navigating a complex system of benefits.

Access to City benefits for IQ services will not solve large financial pressures for residents. Still, it can make things easier for residents managing the day-to-day costs of living. In 2020, the City launched efforts to:

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- Improve IQ services through centralized program delivery, streamlined administration and orchestrated outreach.
- Align eligibility criteria, program features and applications.
- Reduce barriers to participation and ensure community impact.

A critical element to tracking, measuring and strategizing long- term success of the City's investment in income- qualified benefits is a holistic, comprehensive budget package. Historically, each of the following BFO offers were included in their respective departmental budgets. This year, these independent offers are bundled to provide a comprehensive view of the total costs, services and administration of the City's investment. The mission & work will remain with each department.

- Grocery Tax Rebate
- Recreation Reduced Fee
- Utilities Income Qualified Assistance Program (IQAP)
- Utilities Medical Assistance Program (MAP)
- Utilities Payment Assistance Fund (PAF)

In addition, there are freestanding offers to benefit income-eligible residents that are not bundled with this offer due to the funding technicalities but do add to the total residential benefit:

- ARPA Cultural Services Access Fund for Low Income Residents \$150,000 (Offer 50.8)
- ARPA Funding for the Recreation Reduced Fee Program \$100,000 (Offer 43.17)
- Digital Access & Equity \$750,000 (Offer 11.2)

This Offer supports the following Strategic Objectives:

- NLSH 1.3 - Increase resident participation in income-qualified services and improve accessibility to City and community programs for low- and moderate-income households.
- HPG 7.6 - Optimize technology, data analysis and process improvements to innovate, guide decisions and enhance service delivery.

11.6 REDEPLOY Consulting Services for 1.0 FTE - Digital Access & Equity Program Coordinator - Offer 2023 - \$0 Type: Redeploy - Funded 2024 - \$0

The City of Fort Collins is committed to reducing historical and structural barriers to affordable, equitable access to technology. Per the Council priority to increase digital equity and reduce the digital divide across our community, this offer is funded via a dedicated 6% of Connexion net revenue paid to the General Fund as payment in lieu of taxes (PILOT).

Digital Access provides income- eligible residents a monthly rate of \$19.95 per month for 1 gig internet speed plus wireless service, reduced from the standard residential service rate of \$59.95. Digital Equity includes the programs and services that provide residents with tools and opportunities that fully support digital skill-building, learning and participation.

This offer is for a Digital Access & Equity Program Coordinator, a full-time City staff position to manage and implement increased internet access and the deliver digital equity community services.

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This Offer supports the following Strategic Objectives:

- NLSH 1.3 - Increase resident participation in income-qualified services and improve accessibility to City and community programs for low- and moderate-income households.
- HPG 7.6 - Optimize technology, data analysis and process improvements to innovate, guide decisions and enhance service delivery.

23.1 Planning and Development Services - Offer Type: Ongoing - Funded

2023 - \$2,510,637

2024 - \$2,616,255

This offer supports the City's core planning and development review functions to ensure responsible growth and a healthy built and natural environment for current and future generations. This offer funds long-range planning, plan implementation, environmental planning, code and policy development, zoning enforcement, and development review services.

Intentional planning anticipates change, rather than reacting to it, tackling community challenges before they become difficult to fully address. Unplanned development patterns are inefficient and counteract community goals for affordable housing, public transit, natural resource protection, bike/pedestrian travel, and climate resilience. Planning and policy work ensures a stable road map for the future, where community members know what to expect as Fort Collins evolves over time. These plans are driven by equitable community engagement and are intended to directly reflect the community's values and priorities.

Development Services guide the City's growth through zoning, development regulations, and permitting processes. Staff evaluate and facilitate all development and construction proposals from early design stages, to public hearing and final engineering, through permitting and ongoing operations and maintenance. These services work in concert to uphold community expectations for development that advances the City's environmental, social and economic sustainability goals. Planning & Development Services:

- Responds to the needs of a growing and changing community and implements adopted plans, policies and Council priorities
- Enhances Fort Collins' quality of life and unique sense of place
- Protects sensitive natural habitats and features
- Ensures a safe and healthy built environment for all
- Promotes a healthy economy by providing a range of housing and employment options, retail, services & amenities
- Provides a transparent public process via neighborhood meetings, public hearings, notification & outreach

This Offer supports the following Strategic Objectives:

- NLSH 1.6 - Transform regulations and revise procedures to increase clarity and predictability to ensure new development advances adopted City plans and policies.
- ECON 3.4 - Utilize tools and partnerships to leverage infill and redevelopment opportunities to achieve development consistent with City Plan and supporting the City's broader strategic objectives.
- NLSH 1.7 - Advance planning efforts in the Growth Management Area, including holistic considerations for potential annexations.

23.3 CDNS Administrative Services - Offer Type: Ongoing - Funded

2023 - \$961,748

2024 - \$1,001,903

Funding this offer will ensure continuation of all administrative services within Community Development & Neighborhood Services (CDNS), which encompasses

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Development Review, Planning, Historic Preservation, Building Services, Neighborhood Services, and the Administrative Services division.

The CDNS Administrative Services division is a highly collaborative and supportive team, working with and providing services for other City teams and CDNS by way of personnel coverage, direct project support and numerous other duties. Services include but are not limited to:

- Support for 4 commissions: Planning and Zoning Commission, Landmark Preservation Commission, Land Use Review Commission, and the Building Review Commission
- Adminstrating the contractor licensing program for construction-based contractors
- Research and response to open records requests, Access Fort Collins cases and service area requests
- Administrative hearing support
- Code Compliance support
- Monthly, quarterly and ad hoc reporting for the department
- HR and finance liaison support
- Title VI coordination for the PDT Service Area, less Transfort

This Offer supports the following Strategic Objectives:

- NLSH 1.5 - Enhance the quality of life and sense of belonging in neighborhoods by connecting neighbors to City services, building community, and fostering harmonious relationships.

23.4 Historic Preservation - *Offer Type: Ongoing - Funded*

2023 - \$471,872

2024 - \$488,005

This offer funds Historic Preservation services at current levels. An important community value, historic preservation is an essential component of Fort Collins' vibrancy. Services advance Council's economic, social and environmental priorities through a lens of equity and inclusion, accomplished by providing financial assistance programs for both owners and renters of older buildings and by leveraging private investment; through equitable building and development review encouraging retention and innovation in housing; and through sustainable building retrofits that help ensure older homes are safe and energy efficient.

Landmark Rehabilitation Loans incentivize sustainable retrofits and leverage funds for further reinvestment. Owners may receive \$7,500 max in City matching funds. Loans are repaid upon sale and funds used for new loans. To date \$494,895 of City funds have yielded \$1,655,225 in rehabilitation. Loans often serve as a match for other rehab grants and tax credit work.

Design Assistance Program funds provide a small amount of seed money for expert advice on sustainable design and construction issues, ensuring this advice is available to folks who could not otherwise afford these services.

Demo/Alt funds provide independent, professional and defensible information about historic properties to assist staff report preparation in contentious situations when items may be appealed to Council.

Grant matching funds: Grants support historic survey and context reports, older building rehabilitation, and energy retrofits: \$21 million to date. \$1 of City match typically yields \$2 in grants and an additional \$2 in other community revenue realized from goods & materials purchased.

Support for the Historic Preservation Commission & professional staff includes required trainings to keep federal Certified Local Government standing; community

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outreach on equity related priorities, including videos and tours; & the Friend of Preservation Awards (now in 37th year).

This Offer supports the following Strategic Objectives:

- NLSH 1.5 - Enhance the quality of life and sense of belonging in neighborhoods by connecting neighbors to City services, building community, and fostering harmonious relationships.

23.5 Building Services - Offer Type: Ongoing - Funded

2023 - \$2,944,334

2024 - \$3,077,513

Funding this offer will continue all services within Building Services, which is the central location for building, mechanical, electrical and plumbing permit submittals, plan reviews, inspections, customer service and construction-related code compliance activities offered to the community. These services are critical for ensuring that safety and community values are reflected in the City's future growth for building construction, renovations, alterations and repairs.

Building Services works in concert with internal and external partners to preserve and enhance the City's sense of place and the historical character of the community, to support City sustainability practices, to promote a healthy economy, and to ensure a safe and secure built environment. The division implements and ensures compliance with City and State laws, rules and codes related to the construction, remodeling, alteration, repair and demolition of buildings and structures within the City to safeguard life, health and safety. This includes regular updates to building codes. Building Services acts as second responders in the role of damage assessment professionals in the event of a natural disaster and plays a critical role in recovery after an event. The efforts align with a larger county-wide hazard mitigation plan.

The division also manages the City's Contractor Licensing requirement. This multifaceted licensing program has nationally recognized testing, liability insurance, workers compensation insurance and renewal aspects. It ensures that the community has the highest quality contractors working in Fort Collins. Additional services include collaborating regularly with departments throughout the City to help maintain a safe community, including working closely with Zoning to support efforts surrounding unpermitted and existing structures to help community members gain compliance with the adopted codes, and with Code Compliance on neighborhood complaints.

This Offer supports the following Strategic Objectives:

- NLSH 1.1 - Increase housing supply and choice and address inequities in housing to ensure that everyone has healthy, stable housing they can afford.
- HPG 7.1 - Provide world-class municipal services, while recognizing the importance of multi-sector relationships and partnerships at all levels.
- ENV 4.1 - Intensify efforts to meet 2030 climate, energy and 100% renewable electricity goals that are centered in equity and improve community resilience.

23.6 Engineering Development Review - Offer Type: Ongoing - Funded

2023 - \$927,808

2024 - \$969,385

The Engineering Development Review (EDR) division consists of four civil engineers, one engineering technician, one administrative support position, and one manager. The EDR division reviews and manages all aspects of design and plan approval for constructing public and private infrastructure required through the development review process. This includes civil engineering drawings, plats, easement and right-of-way dedications and vacations, engineering review, development agreements, permitting, and coordinating with various departments and outside agencies, including attending public meetings for technical support.

Productivity of the EDR division is measured by tracking deadlines in project reviews and development agreements. Staff have shown a review goal above the ninetieth percentile since beginning this practice in the third quarter 2019.

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The EDR division is an essential part of the City, helping to create jobs, tax base, fees and progress through construction of City infrastructure and population growth.

This Offer supports the following Strategic Objectives:

- NLSH 1.1 - Increase housing supply and choice and address inequities in housing to ensure that everyone has healthy, stable housing they can afford.
- SAFE 5.5 - Provide and maintain reliable utility services and infrastructure that directly preserve and improve public health and community safety.
- ECON 3.1 - Collaborate with local and regional partners to achieve economic resilience in Northern Colorado.

23.7 Right-of-Way Construction Inspection & Management Division - Offer Type: Ongoing - Funded 2023 - \$589,526 2024 - \$615,128

This offer funds the Right-of-Way Construction Inspection and Management division within the Engineering Department. This division (6 FTE positions) provides inspection oversight and coordination of all infrastructure activities (both public and private) within the City's right-of-way (ROW).

The ROW Construction Inspection and Management division provides the following services:

- Quality assurance of all improvements within the ROW, which reduces long term maintenance costs
- Development review coordination to identify conflicts and opportunities with private and public projects
- Coordination efforts with all City departments, private utilities, major private developments and partner agencies, which helps reduce project conflicts
- Management of Small Cell (4G & 5G cell towers in the City ROW) permitting process. Small Cell towers are approved by the Federal Communications Commission (FCC) to place their infrastructure in the City ROW. Engineering will manage the permitting process with review from other City departments.
- Management and enforcement of City ROW codes, regulations, and permitting (e.g., major and minor encroachment permits, Downtown portable signs, illegal signage placed in City ROW, Downtown outdoor dining areas, newspaper racks)
- Inspection of construction in the City ROW to include permitting, enforcement, and management of City standards for the ROW; ensuring conformance of development plans and specifications; and management, education, and enforcement of other ROW encroachments.

This Offer supports the following Strategic Objectives:

- NLSH 1.6 - Transform regulations and revise procedures to increase clarity and predictability to ensure new development advances adopted City plans and policies.

23.8 Land Use Code Update - Phase 2 - Offer Type: Enhancement - Funded 2023 - \$650,000 2024 - \$20,000

Funding this offer will complete a comprehensive overhaul of the Land Use Code (LUC) to ensure that the City's development regulations support community priorities and adopted plans. Phase 1 of this work, which focuses on housing-related code changes, was initiated with a \$290,000 budget in March 2021 and will be completed in 2022. Phase 2 will build from Phase 1 to support community needs related to employment, commercial and industrial uses.

The LUC establishes the parameters for all new development and is one of the primary tools used to implement the City's plans and policies, including City Plan, Climate Action Plan, Housing Strategic Plan, and other policies and subarea plans. While Fort Collins regularly amends sections of the code, most changes are minor clarifications or process updates. The 2019 City Plan placed new emphasis on community priorities and emerging issues including housing; mixed-use and transit-supportive development along key corridors; and the changing dynamics of commercial and industrial land uses. The plan identifies strategies to help achieve

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these goals, many of which require substantial changes to Fort Collins' zoning and development standards.

In 2020, an LUC audit was completed to create a framework for an LUC overhaul, which identifies where current standards are creating barriers to the types of development that support current and future community needs. Prior to this audit, a thorough review to ensure that local development standards are advancing the community's goals had not been completed since the LUC was first adopted in 1997.

While Phase 1 of the LUC updates (2022) focuses on housing-related changes and code reorganization, Phase 2 (2023-24) will recalibrate various development processes, revise development standards for nonresidential development, improve alignment with various engineering standards, and update the types of land uses permitted in nonresidential zones.

This Offer supports the following Strategic Objectives:

- NLSH 1.6 - Transform regulations and revise procedures to increase clarity and predictability to ensure new development advances adopted City plans and policies.
- ECON 3.4 - Utilize tools and partnerships to leverage infill and redevelopment opportunities to achieve development consistent with City Plan and supporting the City's broader strategic objectives.
- TM 6.3 - Invest in equitable access to, and expansion of, all sustainable modes of travel with emphasis on growing transit ridership.

23.10 ARPA Technical Assistance for Small Business + 1 FTE Contractual City Planner - Offer Type: 1-Time **2023 - \$111,155** **Enhancement - Funded** **2024 - \$132,098**

This offer continues a new technical assistance program established with ARPA funding in 2022. As the local business and nonprofit community recovers from the impacts of COVID- 19, the City anticipates an increase in building/site upgrades for existing businesses, changes of use and/or business models, and emerging new businesses. Customer feedback indicates that zoning, development review, and building permit processes can be disproportionately challenging to navigate for small businesses, including childcare facilities, nonprofits, restaurants, startups and others.

Small businesses are more likely to reuse, upgrade or redevelop existing buildings and sites. Given the City's high standards for architecture, landscaping, bike/pedestrian infrastructure, historic preservation, stormwater management, energy/water conservation and other community priorities, reusing existing properties can result in complex and costly design processes. These costs can unequally burden smaller projects and inexperienced development customers. This program is intended to lessen or remove building/development barriers and will be designed with an emphasis on supporting minority- and women- owned businesses.

The pilot year funding of this program is currently dedicated to developing program requirements, rapidly deploying funding to support economic recovery efforts, and identifying additional process improvements based on barriers identified through stakeholder interviews. This funding would continue providing technical assistance to small businesses and would support a staff member dedicated to running the program, monitoring program success, building relationships with the small business community, and leading internal process improvements identified in the pilot year to improve the overall experience for small businesses in the development and building review processes. Funding for technical assistance could be used by customers to offset planning, design and engineering costs.

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This Offer supports the following Strategic Objectives:

- NLSH 1.6 - Transform regulations and revise procedures to increase clarity and predictability to ensure new development advances adopted City plans and policies.
- ECON 3.3 - Support local businesses by engaging in opportunities for business revival with a focus on the Recovery Plan.
- ARPA Funding Recovery Theme: Economic Recovery

23.11 On-Call Contract for Building & Development Review Professional Services - Offer Type: Enhancement 2023 - \$60,000 - Unfunded 2024 - \$0

Development review and permitting are essential local government functions, helping to ensure that all new land use, development and construction projects align to adopted codes and standards. Building and development activity is also unpredictable and largely outside of the City's control. This offer would fund on- call planning, engineering and building review services from an external vendor. Numerous communities in Northern Colorado and along the Front Range use contractors to supplement municipal staff or provide technical services that are not available in- house.

An on-call contract would allow the City to rapidly respond to unanticipated workload fluctuations due to:

- Increased volume of project/permit submittals
- Staff shortages in key departments (e.g., planning, engineering, building, zoning)
- Natural disasters that trigger an influx in permits (e.g., hailstorms, flooding, fire)

There are a number of companies that offer on-call community development services, including:

- Plan review for development, engineering, zoning and building permits
- Permitting and application processing
- Building and site inspections
- Zoning and code compliance
- Customer service
- Research and special studies
- Process improvement support
- Planner On Duty subject- matter expertise for general customer inquiries

These services are not a replacement for staff, but they can be an impactful supplement during times when service levels are significantly impacted. For example, if there is an influx of roofing permits and inspections following a hailstorm, a contractor can help process the volume of permits more efficiently, allowing City staff to focus on higher value tasks. If a particular team is short-staffed due to turnover, on - call services can provide a stop gap to address the bottleneck and mitigate customer impacts. On-call services can be a vital resource when key staff members are out on Family Medical Leave or other extended absences, as well.

This Offer supports the following Strategic Objectives:

- NLSH 1.6 - Transform regulations and revise procedures to increase clarity and predictability to ensure new development advances adopted City plans and policies.
- HPG 7.6 - Optimize technology, data analysis and process improvements to innovate, guide decisions and enhance service delivery.

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23.12 Growth Management Area Analysis and Strategic Visioning - Joint Project with Larimer County - Offer 2023 - \$350,000 Type: 1-Time Enhancement - Unfunded 2024 - \$0

This offer addresses the need for focused land use analysis and community visioning in specific areas. To support implementation of the 2019 City Plan, there are several areas of the community where the Growth Management Area (GMA) may need to be reevaluated, adjusted, or right -sized to match the level of services and infrastructure anticipated in the future. Technical analysis would be paired with direct engagement of residents, property owners, businesses and other community members in targeted areas. This project would be completed in collaboration with Larimer County, as it relates to the edges and separators between the City, County and adjacent communities.

There are multiple adopted subarea plans that provide policy and land use guidance for areas of the GMA that include a mix of land both inside and outside City limits, and the vision, needs and priorities in those areas have likely shifted in the 15+ years since those plans were adopted. Rather than updating those plans, this offer would take a more targeted evaluation of community values and priorities on specific topics. Regions of focus may include:

- Northwest Fort Collins
- Southwest Fort Collins
- Eastern Boundary / Interstate 25 Corridor

In particular, the Northwest Subarea Plan was jointly adopted by the City and County in 2006, and the land use map and policies do not fully align with the newer City Plan. This project would seek to confirm or update the vision for that area, while evaluating options for open space preservation, land use patterns, utility service needs, the level of development needed to support infrastructure, and the role of this area in supporting affordable housing, climate action, parks and recreation, and other community- wide priorities. This could then result in GMA adjustments.

The offer includes an update to the 2006 Intergovernmental Agreement with Larimer County to address changed conditions and evolving goals for cooperative growth management.

This Offer supports the following Strategic Objectives:

- NLSH 1.7 - Advance planning efforts in the Growth Management Area, including holistic considerations for potential annexations.
- NLSH 1.6 - Transform regulations and revise procedures to increase clarity and predictability to ensure new development advances adopted City plans and policies.
- NLSH 1.5 - Enhance the quality of life and sense of belonging in neighborhoods by connecting neighbors to City services, building community, and fostering harmonious relationships.

23.14 3.0 FTE Licensing Techs - CDNS Licensing Team - Offer Type: Enhancement - Unfunded 2023 - \$147,969 2024 - \$206,271

This team will be solely responsible for all licensing within Community Development & Neighborhood Services (CDNS), which currently includes contractor licensing with the potential to help with rental licensing and short-term rental licensing.

Currently, contractor licensing has a 24-week turnaround time and each day staff receive 15+ calls, 24 insurance updates, 41+ emails, and an average of 6 submittals, in addition to any in-person customers. The current turnaround time is unacceptable; because contractors do not have their submittals approved or their insurance updates entered in a timely manner, they must wait to pull permits. Part of the current issue is the amount of time it takes to answer customer questions, provide

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guidance or assistance in filling out the submittal packet, and reviewing submittals before they can move forward to processing.

The Licensing Team will be well versed in building code to ensure they can answer all questions relating to code and licensing from homeowners, contractors and potential contractors. They will be responsible for regularly evaluating the process and identifying efficiencies. They will also be responsible for code updates and changes as needed and close collaboration with the Chief Building Official and other departments as required. This team will also be available at Building Review Commission hearings as needed.

As other licensing types present themselves, this team may be used to process requests.

This Offer supports the following Strategic Objectives:

- NLSH 1.5 - Enhance the quality of life and sense of belonging in neighborhoods by connecting neighbors to City services, building community, and fostering harmonious relationships.

23.15 Digitize Backlogged Commercial Plans and Mylars - Offer Type: 1-Time Enhancement - Unfunded **2023 - \$150,000** **2024 - \$175,000**

Currently plans are stored in an off- site location and mylars take up an entire building section in-house. In a combined effort between Community Development & Neighborhood Services (CDNS) and Engineering to gain approval to have plans and mylars stored electronically, it was determined by IT that there is sufficient electronic storage capacity as well as overlapping security protocols in place to allow this to happen.

This task will be sent to a vendor to complete as there is not dedicated staff and proper equipment available. This is also part of the savings this request has to offer. The other cost savings aspect is the reduction in off-site storage and the staff time involved in traveling to the site to pull needed paper plans and return them once no longer needed for viewing. This also reduces the time spent by counter staff in the physical process to have the plans pulled as well as the time spent by customers having to travel to our location to view the plan sets.

Cost:

The plans would include all the paper plans stored in the flat files and the rolled plans on shelves, tables, etc. Staff could pick up and drop off rolls as they are completed and drop off the PDF files on USB drives. The price would be \$3.25 per page for the plans (18x24, 24x36, 30x42, etc.), and \$1.00 per page for the smaller pages attached to those plans (8.5x11, 11x17, 12x18).

This Offer supports the following Strategic Objectives:

- NLSH 1.5 - Enhance the quality of life and sense of belonging in neighborhoods by connecting neighbors to City services, building community, and fostering harmonious relationships.

23.16 Part-time Hourly Historic Preservation Intern - Offer Type: Continuing Enhancement - Unfunded **2023 - \$43,187** **2024 - \$44,267**

This offer continues a longstanding intern partnership with Colorado State University's History Department, which brings an emerging historic preservation professional into the division to infuse the City's work with cutting - edge policies and professional practices. The internship provides the mechanism for a collaborative project partnership among City staff, university professors serving as internship sponsors, and a qualified graduate student. The intern program has been part of the division budget for most of the last decade and has also served as a recruitment tool for introducing highly qualified professionals to the City of Fort Collins as a longer- term

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employment option.

Internship projects focus on new methods for documenting and caring for historic resources and creating new partnerships. The intern position provides technical and outreach support for regular staff while also meeting an important community partnership goal to foster and deepen understanding and commitment to public service work at the local level in Fort Collins via our close proximity to CSU, and to facilitate real-world engagement opportunities with academic partners that directly and immediately benefit our community. The interns hired through this funding benefit from a strong professional opportunity where they are paid a fair hourly wage that helps them successfully navigate the high cost of living in Fort Collins. Exit polling of our interns has shown that nearly 100 percent secure full-time positions with benefits following their work here and several have become permanent City employees.

This offer is typed as an ongoing enhancement because the intern program funding was re-established in our program through an enhancement offer in 2022. Previously, our core offer for division salaries included internship funds, but that line item was eliminated during the 2020-2021 reduction cycle and therefore it did not meet the technical requirements for a restore offer in 2022.

This Offer supports the following Strategic Objectives:

- NLSH 1.5 - Enhance the quality of life and sense of belonging in neighborhoods by connecting neighbors to City services, building community, and fostering harmonious relationships.

23.17 1 FTE - Historic Preservation Surveyor Specialist - Offer Type: Enhancement - Unfunded

2023 - \$59,603

2024 - \$83,082

Ongoing historic property survey provides predictability to property owners and others about which buildings are historically significant, serves as a key planning tool, and is a formal obligation to retain the City's Certified Local Government status. Fort Collins has more than 18,000 properties 50+ years old. Only a small percentage will prove via survey assessments to be historically significant/worthy of preservation. Prioritizing survey in areas facing development pressure and those properties that represent little-known historical significance, particularly of underrepresented groups, prevents contentious surprise scenarios like the recently demolished "meth house" at 528 W. Mountain Ave., which was difficult, costly and time consuming for Council, staff, the neighborhood, and the property owners and could have been prevented with a proactive historic survey assessment.

This position would allow our team to deliver proactive historic property survey data, accessible by the public in a GIS map, in targeted redevelopment areas and segments of the community vulnerable to displacement and loss of cultural/community identity. It revives funding for a historic survey technician, which was funded as a contractual position in 2019- 2020 to address Council's direction to invest staff time in proactive historic survey (funding was eliminated in the pandemic budget reduction). As a classified 1 FTE, it also provides a long- overdue frontline customer service position to deliver consistent same - day responses to historic property survey and design review inquiries. Current applicants wait up to 6 weeks for survey determinations because we must rely on outside contractors and there aren't enough to meet the demand. Development applicants and owners today experience costly delays; existing staff resources (senior level professionals) are then wasted trying to troubleshoot and manage the customer service irregularities while other key external and internal needs suffer.

This Offer supports the following Strategic Objectives:

- NLSH 1.6 - Transform regulations and revise procedures to increase clarity and predictability to ensure new development advances adopted City plans and policies.
- NLSH 1.5 - Enhance the quality of life and sense of belonging in neighborhoods by connecting neighbors to City services, building community, and fostering harmonious relationships.

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23.18 3.75 FTE - Building Services Staffing (2 FTE Building Inspectors, 1.75 FTE BDRT) - Offer Type:	2023 - \$185,751
<i>Enhancement - Unfunded</i>	2024 - \$275,981

Enhancements to Building Services staff are critical to maintaining community safety, ensuring high quality construction and providing exceptional customer service to our growing community.

Citywide pandemic recovery, continued population growth, and affordable housing initiatives are expected to drastically increase permit traffic. This request will add 2.0 FTE Building Inspectors, 1.0 FTE Permit technician (BDRT) and convert one part-time hourly BDRT to .75 FTE classified. Together, these positions will help us maintain or improve current service levels as building and development activity increase.

Permit traffic increased 8% overall in 2021, with even larger increases in applications for new dwellings (15%), which are more complex and work-intensive than other permits to process, review and inspect. Inspections have increased 13% and plan reviews have increased 16% since 2019. Aging housing stock, and the potential annexation of the Mulberry Corridor together could mean thousands of new permit applications annually.

Building Services already relies heavily on overtime to manage existing workloads, with more than \$48k spent in 2021. This practice is not only expensive, it also promotes a culture of overwork and leads to higher turnover. Adequate staffing will promote work-life balance and enhance our ability to attract and retain high quality talent.

Under our cost-recovery model, increased permit applications are already generating revenue to support these critical positions. Projected increases in building permit applications provide both the need for and the capacity to hire additional staff.

The long lead time for training these highly skilled positions (6 months+) make timing particularly urgent. Hiring at the beginning of 2023 will help us prepare for the busy summer season, when the department conducts more than 500 inspections, receives more than 200 new applications, 100 walk-in customers, and 200 phone requests weekly.

This Offer supports the following Strategic Objectives:

- NLSH 1.1 - Increase housing supply and choice and address inequities in housing to ensure that everyone has healthy, stable housing they can afford.
- HPG 7.1 - Provide world-class municipal services, while recognizing the importance of multi-sector relationships and partnerships at all levels.
- ENV 4.1 - Intensify efforts to meet 2030 climate, energy and 100% renewable electricity goals that are centered in equity and improve community resilience.

23.20 2.0 FTE Landscape Inspectors - Development Review - Offer Type: <i>Enhancement - Unfunded</i>	2023 - \$201,319
	2024 - \$210,387

Funding this offer will add three Landscape Inspector positions (2.0 FTE, 1 seasonal) to inspect the installation of landscaping on development sites. It is essential that new landscaping is properly installed and established to support various community priorities, including a healthy urban tree canopy, air quality, stormwater management, water conservation, Nature in the City, and an attractive and pedestrian-oriented built environment.

The cost of water and effects of climate change are inspiring developers to install more low-water and native landscapes. Additionally, the City's XIP and Nature in the City grant programs are accelerating this trend. The rise in development is also resulting in the loss of existing tree canopy, which must be mitigated for development

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projects to move forward.

Currently, the City does not have inspector positions specifically focused on landscaping. Instead, several departments are coordinating to fill in the gaps. This results in an inefficient and ineffective approach to inspections (overlapping responsibilities), and a lack of dedicated attention to ensure landscaping conforms with approved plans (zoning inspectors lack landscape- specific expertise).

Native landscapes and tree establishment require expertise that differs from traditional landscapes (sod and trees). Often contractors are not knowledgeable in these areas. The lack of City expertise and bandwidth to assist private development has resulted in dead trees that need to be replaced, trees mistakenly being removed, installations requiring higher water use than intended, and lengthy establishment timelines.

This Offer supports the following Strategic Objectives:

- NLSH 1.9 - Plan for, preserve, plant and maintain a safe, healthy and resilient urban forest.
- NLSH 1.6 - Transform regulations and revise procedures to increase clarity and predictability to ensure new development advances adopted City plans and policies.
- ENV 4.5 - Protect and enhance natural resources on City-owned properties and throughout the community.

23.21 1 FTE Classified GIS Technician II - Development Review - Offer Type: Enhancement - Unfunded

2023 - \$72,122

2024 - \$99,944

This offer funds a Geographic Information Systems (GIS) Technician II to support essential functions of the development review and building permit processes. This position is necessary to ensure continuity of services and address existing “pinch points” within the building/development review process. The GIS team in Information Technology:

- Manages the FCMaps application, which connects community members, customers and staff with key data related to zoning, infrastructure, development status, active permits, and public records
- Maintains the data and processes that keep FCMaps updated, including annexations and zoning changes
- Creates land records and assigns building addresses in GIS, a critical path step for all building permits
- Reviews annexation and subdivision plats and other technical documents for accuracy and compliance with City data standards
- Verifies and approves all new street names, updating a regional name list
- Integrates with other public-facing systems to assist with customer self - service (e.g., public records database, County Assessor’s database)

In addition, Planning & Development staff routinely produce maps and spatial analyses to support planning and policy projects, environmental review, and community outreach materials. GIS data related to the development process has become more essential over time.

Prior to 2022, these functions were fully subsidized by the General Fund without a mechanism for cost recovery, leading to insufficient staffing to ensure timely customer service, resiliency for critical services and process improvements. During periods of staff turnover or vacations, service levels immediately suffer, creating a single point of failure and causing major delays for projects. In 2022, new building and development review fees took effect, which included cost recovery for certain GIS tasks (plan review and addressing). Development revenue forecasts assume cost recovery for 0.4 FTE for GIS staff, or \$40,716.

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This Offer supports the following Strategic Objectives:

- NLSH 1.6 - Transform regulations and revise procedures to increase clarity and predictability to ensure new development advances adopted City plans and policies.
- HPG 7.6 - Optimize technology, data analysis and process improvements to innovate, guide decisions and enhance service delivery.

23.22 Digital Transformation of Licensing, Permitting, and Inspection Processes - Offer Type: Enhancement - 2023 - \$950,000 Funded 2024 - \$1,150,000

Funding this offer will initiate the transformation of current permitting, licensing, and development review processes and software to a new solution that better matches business needs and meets staff and customer requirements.

The City's current legacy platform and processes built around Accela limit the ability to modernize. Process improvements and system changes require the investment of significant funding and rely on extensive IT support and use of third-party contractors. A consequence of not modernizing would be to see our operations fall behind increasing demands from businesses and residents, while being unable to integrate new trends and technologies properly due to incompatibility with legacy processes and platforms.

This initiative will modernize business processes and evaluate optimal digital solutions to build a more sustainable software ecosystem through simplification and standardization. The result will be adoption of a modern digital approach to improve operations and customer experience.

By focusing on modernization over incremental improvements, this initiative will take two factors into consideration: 1) the scalability of our operations, and 2) the interoperability of our processes.

Key outcomes include:

- Re-engineered processes: elimination, simplification, digitization and automation
- Reimagining work to reduce manual and high touch processes into low touch self - service capabilities
- Introducing smart workflows to automate processes, shifting from analog paper to digital online solutions
- Shifting input to the consumer, guiding them through the process with digital workflows
- Implementing intelligent routing and inspections scheduling, and notifications to consumers
- Increasing our scale while reducing the time to process and approve submissions with confidence
- Implementing automated, no- code workflows, approvals and online payment collection
- Leveraging what other cities and counties have done to modernize their operations

This Offer supports the following Strategic Objectives:

- NLSH 1.7 - Advance planning efforts in the Growth Management Area, including holistic considerations for potential annexations.
- NLSH 1.6 - Transform regulations and revise procedures to increase clarity and predictability to ensure new development advances adopted City plans and policies.
- HPG 7.6 - Optimize technology, data analysis and process improvements to innovate, guide decisions and enhance service delivery.

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23.23 1 FTE - Equity in Planning and Historic Visibility Specialist - Offer Type: Enhancement - Unfunded **2023 - \$59,603**
2024 - \$83,082

This offer funds a 1.0 FTE special projects coordinator for Community Development & Neighborhood Services (CDNS) on the Historic Preservation team, who will execute backlogged, timely projects requiring department-wide execution across divisions in order to ensure equitable outcomes. CDNS division managers have collectively envisioned an initial work plan of two projects in 2023-2024: 1) a coordinated, community -partnered initiative to address formal concerns received from the community about older place and street names and history - based interpretative signage that do not reflect contemporary values and understanding of our history; and 2) an equity- focused analysis of current CDNS core services, with particular emphasis on planning and historic preservation, that follows the Government Alliance on Race and Equity (GARE) model as well as other evaluative resources.

A careful and intentional approach to history-based placemaking through street and place names and interpretative signage is an important component of a welcoming community during this period of rapid growth, when some existing community members are feeling anxious about the rate of change and lost connections to the past and others may feel their particular culture's history isn't accurately reflected or sufficiently honored in our shared spaces. Our current system for place and street naming is antiquated and lacks coherent structure. Additionally, it does not best reflect our current vision, mission, and values. Opportunities abound to educate newcomers to Fort Collins about our history as well. This position would engage with diverse community partners to address current concerns about problematic names and interpretative messaging and formulate and execute appropriate solutions and revamped procedures.

This Offer supports the following Strategic Objectives:

- NLSH 1.4 - Advance equity for all with an emphasis on racial justice to remove systemic barriers so that persons of all identities, including race, ethnicity, religion, gender and gender identity, age, class, sexual identity, mental and physical abilities and ability can fully participate in City services and experience equitable community outcomes.

23.24 1.0 FTE - Full-Time Hourly to Classified For Engineering and CDNS Records Retention - Offer Type: 1-Time Enhancement - Unfunded **2023 - \$54,432**
2024 - \$59,932

This offer funds one full-time hourly scanning technician position to support the needs of both the Engineering and Community Development & Neighborhood Services (CDNS) departments. Over the course of 2020 and 2021, there was a 10% increase in development submittals. This, paired with COVID-19 restrictions meant that technicians could not enter the building to keep up with scanning needs. As a result, both departments (CDNS and Engineering) are still working through a substantial backlog of plan sets in need of imaging and cataloguing within the City's Laserfiche electronic storage system. This will not only ensure safe storage of City documents in a location accessible to community members, but will also physically free up much-needed office space to be repurposed for expanding teams. This position is proposed as a full-time hourly in order to mitigate the backlog within records shared between CDNS and Engineering. It is not projected for this position's duties to extend beyond this two-year budget cycle.

This Offer supports the following Strategic Objectives:

- NLSH 1.5 - Enhance the quality of life and sense of belonging in neighborhoods by connecting neighbors to City services, building community, and fostering harmonious relationships.
- ECON 3.2 - Work with key partners to grow diverse employment opportunities in the community.

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23.25 1 FTE - Development Review Traffic Engineer (joint offer FCMOVES, Traffic Operations) - Offer Type: **2023 - \$85,262**
Enhancement - Unfunded **2024 - \$116,642**

Funding this offer will add a 1.0 FTE Development Review Traffic Engineer to the Traffic Operations team, which is responsible for reviewing all submitted development proposals. This collaborative offer between Traffic Operations and FCMoves would provide a position that will support transportation review of development projects for all modes of travel. Traffic and transportation issues continue to be at the forefront of many development projects. Traffic Operations staff attends most neighborhood meetings to hear community concerns about impacts from development projects and ensures these concerns are considered during the review process. Traffic Operations currently has 0.5 FTE positions funded for the transportation review of all submitted development projects.

This Offer supports the following Strategic Objectives:

- ECON 3.4 - Utilize tools and partnerships to leverage infill and redevelopment opportunities to achieve development consistent with City Plan and supporting the City's broader strategic objectives.
- TM 6.2 - Support an efficient, reliable transportation system for all modes of travel, enhance high-priority intersection operations, and reduce Vehicle Miles Traveled (VMT).
- NLSH 1.1 - Increase housing supply and choice and address inequities in housing to ensure that everyone has healthy, stable housing they can afford.

23.26 Advancing Accessible Permitting - Offer Type: 1-Time Enhancement - Unfunded **2023 - \$158,000**
2024 - \$0

At the start of the pandemic, Building Services rapidly deployed an online application for Fast Track permits, going from entirely paper- based to online nearly overnight. While this has improved access for some vulnerable populations, the process remains inefficient and inaccessible for many. Now is the time to build on recent improvements and "future- proof" the process to meet the needs of our growing, diverse community.

This proposal would introduce Spanish-language application materials and allow all building permits (~50 project types & 10,000 applications/year) to be submitted directly into Accela, allowing for immediate, 24/7 issuance of certain permits.

Currently, the Fast Track application generates and emails a PDF to technicians, who manually enter information into Accela for review, payment and issuance. This means that online submittals can take longer to process (up to 72 hours compared to near-instantaneous issuance in-person at 281 N. College Ave.) and sometimes involve significant rework when incorrect or incomplete information is submitted.

This project would incorporate process mapping with FC Lean, analyzing data on customer experience, and modifications to permitting software to meet the needs of our community. Together, these changes will create a more streamlined process, improve access for vulnerable populations, and free up technician time to provide personalized customer service to small businesses and first- time applicants.

Citywide pandemic recovery, continued population growth and affordable housing initiatives are expected to drastically increase permit traffic. These updates would increase efficiency, improve accessibility for small contractors and non-English speaking populations (hit hardest by the pandemic), and support ongoing initiatives in Social Sustainability, Economic Health, and CDNS. This project is critical for our continued provision of world -class customer service to our community.

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This Offer supports the following Strategic Objectives:

- NLSH 1.4 - Advance equity for all with an emphasis on racial justice to remove systemic barriers so that persons of all identities, including race, ethnicity, religion, gender and gender identity, age, class, sexual identity, mental and physical abilities and ability can fully participate in City services and experience equitable community outcomes.
- HPG 7.1 - Provide world-class municipal services, while recognizing the importance of multi-sector relationships and partnerships at all levels.
- HPG 7.6 - Optimize technology, data analysis and process improvements to innovate, guide decisions and enhance service delivery.

23.27 1.0 FTE Building Services Staffing - Building Development Review Technician - Offer Type:	2023 - \$49,323
Enhancement - Funded	2024 - \$68,757

Enhancements to Building Services staff are critical to maintaining community safety, ensuring high quality construction and providing exceptional customer service to our growing community.

Citywide pandemic recovery, continued population growth, and affordable housing initiatives are expected to drastically increase permit traffic. This request will add 1 FTE Classified Plans Examiner. This addition will help us maintain or improve current service levels as building and development activity increase.

Permit traffic increased 8% overall in 2021, with even larger increases in applications for new dwellings (15%), which are more complex and work-intensive than other permits to process, review and inspect. Inspections have increased 13% and plan reviews have increased 16% since 2019. Aging housing stock, and the potential annexation of the Mulberry Corridor together could mean thousands of new permit applications annually.

Building Services already relies heavily on overtime to manage existing workloads, with more than \$48k spent in 2021. This practice is not only expensive, it also promotes a culture of overwork and leads to higher turnover. Adequate staffing will promote work-life balance and enhance our ability to attract and retain high quality talent.

Under our cost-recovery model, increased permit applications are already generating revenue to support these critical positions. Projected increases in building permit applications provide both the need for and the capacity to hire additional staff.

The long lead time for training these highly skilled positions (6 months+) make timing particularly urgent. Hiring at the beginning of 2023 will help us prepare for the busy summer season, when the department conducts more than 500 inspections, receives more than 200 new applications, 100 walk-in customers, and 200 phone requests weekly.

This Offer supports the following Strategic Objectives:

- NLSH 1.1 - Increase housing supply and choice and address inequities in housing to ensure that everyone has healthy, stable housing they can afford.
- HPG 7.1 - Provide world-class municipal services, while recognizing the importance of multi-sector relationships and partnerships at all levels.
- ENV 4.1 - Intensify efforts to meet 2030 climate, energy and 100% renewable electricity goals that are centered in equity and improve community resilience.

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24.1 Code Compliance - Offer Type: Ongoing - Funded

2023 - \$783,259

2024 - \$811,118

Funding this offer provides nuisance and occupancy code compliance. These services contribute to neighborhood preservation, maintenance and enhancement. They encourage voluntary compliance, and reduce or eliminate nuisances that detract from appearance, cleanliness and overall desirability of neighborhoods.

For the Love of Cities by Peter Kageyama lists the three key aspects, or "magic ingredients," of community satisfaction as openness, social offerings and aesthetics. Neighborhood Services has also noticed a change in neighborhood pride and engagement around the above. A recent survey indicated neighbors have higher rates of satisfaction when they perceive others are adhering to nuisance and occupancy codes. Based on this information, code inspectors take great pride in the work they do to enhance neighborhood aesthetics. They also have increased participation in opportunities to do outreach and education around the what, why and how of City ordinances.

Examples include:

- Increased patrols on bikes, rather than cars, which provides easier access to neighbor contacts
- Participation in scheduled events (e.g., Open Streets, Earth Day); pop up events with lemonade stand in targeted neighborhoods
- Continued partnership with Community Liaison programming: Community Welcome, Fall Clean Up, Shovel Snowdown, etc.
- Collaborative neighborhood problem-solving in conjunction with Campus West partners

2021 Data:

Nuisance Cases: 7,653

Voluntary Compliance: 92%

Total compliant based: 3,533 (46%)

Total Proactive: 4,121 (54%)

COVID impacted both the number of cases & the percentages of proactive vs compliant-based cases. An increase in snow cases also impacts the compliant based numbers.

Top three case types: Weeds -2,551; Rubbish - 1,588; and Snow - 1,228.

Occupancy numbers for 2021:

Cases opened: 97

Violations found: 39 (2 cases still pending)

Citations issued: 7 (5 occupancy violations, 2 failure to provide disclosure statement)

This Offer supports the following Strategic Objectives:

- NLSH 1.5 - Enhance the quality of life and sense of belonging in neighborhoods by connecting neighbors to City services, building community, and fostering harmonious relationships.

24.2 Neighborhood Services - Offer Type: Ongoing - Funded

2023 - \$693,592

2024 - \$724,246

Funding this offer provides Neighborhood Services programs and outreach that use innovative engagement strategies to improve neighborhood livability; promote inclusive, connected neighborhoods; empower residents to co- create sustainable neighborhoods; build relationships and communication networks; and link residents,

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community partners, and City services and resources.

The core philosophy of Neighborhood Services Programs is start where you are, use what you have, and do what you can. No two neighborhoods have the same needs demographic makeup, or ideal vision for the future. Multiply those diverse needs by 187 neighborhoods and that is the scope of the work. Neighborhood Services programs are flexible, proactive, scalable and reliant on participation and leadership by neighbors and stakeholders, because this work cannot be done by the City alone

Some programs meet neighbors where they are to provide a starting point for community organizing and participation, like the Neighborhood Development Liaison and Next Level Neighborhoods. Other programs create a space for neighbors to maximize available resources to support equity, inclusion and diversity in program participation. Neighborhood Services offers a number of resources to neighborhoods through Mini Grants, the Block Party Trailer, and leadership development programs. Neighborhood Services programs also empower neighbors to do what they can through community organizing, active participation and volunteerism. Mobile Home Park Residents' Rights programs and Adopt A Neighbor both play important roles in neighborhood resilience and create a safety net for vulnerable residents. Eviction and Immigration Legal Fund grants bridge the gap in available services to support housing stability and equity. Programs that increase awareness of community issues and encourage participation in decision making, like neighborhood meetings, City Lemonade Stand pop up, and Neighborhood Night Out improve livability.

This Offer supports the following Strategic Objectives:

- NLSH 1.5 - Enhance the quality of life and sense of belonging in neighborhoods by connecting neighbors to City services, building community, and fostering harmonious relationships.
- NLSH 1.8 - Preserve and enhance mobile home parks as a source of affordable housing and create a safe and equitable environment for residents.

24.3 Mediation and Restorative Justice - Offer Type: Ongoing - Funded

2023 - \$326,462

2024 - \$343,778

This offer funds Mediation and Restorative Justice (MRJ) to continue current levels of service. Fort Collins is a safe and neighborly place to live, except when crime and conflict occur. While Fort Collins has excellent streets, good water and many other City amenities, all this is forgotten when a resident has an ongoing conflict with a neighbor or landlord, if their child is involved in the justice system or a crime is committed against them. When this happens, the community no longer feels safe and friendly to this resident or their family. When the impacts of conflict and crime are part of a resident's life, the feeling of neighborhood livability and safety are damaged for this person, their family and other involved friends and neighbors.

Since the pandemic, calls for mediation services have increased with more residents home and under significant stress. Since the national racial justice movement, people are calling for more alternatives to the justice system like restorative justice. This office receives increasing calls for information and resources. Referring partners are asking for expansion of services.

For 21 years, the City has provided innovative, community-based services to address the impacts of crime and conflict by supporting MRJ. To address impacts of conflict, mediation services are provided to residents for:

- community conflicts
- neighbor disputes
- code compliance and development concerns
- landlord, tenant and roommate issues
- community group conflicts

MRJ provides restorative justice programs to address the impact of crime in the community, working with crimes committed by young people (ages 10- 22). Programs

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are inclusive and designed to address the needs of:

- young people who commit crimes and their families
- victims of crime and their families
- affected communities and community members

New Pilot Program: Workplace Mediation for City employees

Pilot Program in Development: Mediation for conflicts related to potential eviction

This Offer supports the following Strategic Objectives:

- NLSH 1.5 - Enhance the quality of life and sense of belonging in neighborhoods by connecting neighbors to City services, building community, and fostering harmonious relationships.

24.4 Larimer Humane Society - *Offer Type: Ongoing* - Funded

2023 - \$985,000

2024 - \$985,000

This offer funds the contract with Larimer Humane Society (LHS) to provide sheltering and animal control services. LHS has provided these services for more than 20 years and includes animal protection and control services seven days per week and emergency services 24 hours per day. LHS maintains and operates a state-of-the-art animal shelter to provide humane treatment of stray, found, surrendered, dangerous or injured animals. They enforce municipal ordinances related to domestic animals and wild rabies vector animals with human or domestic contact.

In 2021, LHS responded to 7,629 calls for service within Fort Collins, including 2,000 calls for stray animals, 1,533 for bite investigations, 550 for noise disturbances, and 817 for welfare investigations. A total of 1,903 domestics were impounded. Animal control removed 420 wildlife, preventing the spread of rabies and other zoonotic diseases.

Larimer Humane Society Services:

- Enforces all Fort Collins animal codes (animals at large, animal welfare, bite investigations, cruelty allegations, dangerous/vicious animals, barking, strays, dead animal pickup and assisting emergency responders)
- Provides sheltering, licensing and rabies record-keeping; in 2021, 25,302 Fort Collins licenses were sold
- Maintains & operates all physical facilities and equipment & provides all personnel necessary for the efficient, effective & humane operation of an animal shelter
- Provides professional services of a doctor of veterinary medicine for emergency services 24 hours per day
- Maintains community outreach & education programs
- Maintains & provides all medical supplies, instruments & equipment necessary
- Picks up dead animals from public areas, streets & parks
- Provides sheltering & placement of cats & dogs
- Focuses on behavioral work with challenging animals & utilizes foster care & enrichment to increase adoptability
- Provides emergency planning & response services for domestic animals in Larimer County

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This Offer supports the following Strategic Objectives:

- NLSH 1.5 - Enhance the quality of life and sense of belonging in neighborhoods by connecting neighbors to City services, building community, and fostering harmonious relationships.
- NLSH 1.3 - Increase resident participation in income-qualified services and improve accessibility to City and community programs for low- and moderate-income households.

24.5 4.0 FTE - Rental Licensing Program - *Offer Type: Enhancement* - Unfunded

2023 - \$305,579

2024 - \$448,762

This offer is to pilot a rental housing program. "It feels so good to be home" is a phrase we often hear. For most of us home is a safe, comfortable place that is essential to our wellbeing. We sleep, eat, work, play, laugh, love and live in our homes.

The Housing Strategic Plan (HSP) was recently adopted with the vision that everyone has healthy, stable housing they can afford. Several challenges were discovered to reaching this goal including Challenge 7: Housing policies have not consistently addressed housing stability and healthy housing, especially for people who rent.

Almost 50% of the Fort Collins population are renters and 43% of our housing units are rental units (38,000). Approximately 60% of rentals are multi-unit buildings and 38% are single -unit detached houses. During engagement renters expressed a need to proactively ensure healthy, safe units. They also expressed fear of retaliation or eviction as a deterrent of using our current compliant-based system. This led to the creation of Strategy 20: Explore the option of a mandated rental license/registry program for long- term rentals and pair with best practice rental regulations.

The plan is to utilize best practice learning and peer city research, public engagement, data analysis, and rental housing taskforce recommendations to design a rental housing pilot program that fits for Fort Collins. This is all currently in progress and expected to be presented in an August 2022 Council Work Session. Council will need agree to pilot design before this offer can be implemented.

The current assumptions for beginning any type of pilot include staffing, software and program materials for education and outreach. Year 1 costs, 3 contractual FTEs: Program Manager, Building Inspector, Administrative Support. IT estimated \$50K in software upgrades to add rental housing to Accela. The balance would support education, outreach materials and activities, marketing campaigns, etc.

This Offer supports the following Strategic Objectives:

- NLSH 1.1 - Increase housing supply and choice and address inequities in housing to ensure that everyone has healthy, stable housing they can afford.

24.6 ARPA Neighborhood-Led Resilience Programs & Projects (1.0 FTE Contractual Public Engagement) - *Offer Type: 1-Time Enhancement* - Unfunded

2023 - \$400,027

2024 - \$361,294

This offer will provide program enhancements and grant funds to support neighborhoods in improving resilience, promoting healing and connection, facilitating placemaking, providing infrastructure improvements, and offering tools for community connectors embedded in vulnerable neighborhoods. These enhancements center neighborhood voices in designing shared experiences of a depth and breadth not currently available. They imagine what neighbors could do with a little more time, funding and support from staff. Costs for this offer are:

- Adopt A Neighbor: \$10,000 Online Bulletin Board
- Community Connectors: \$10,000 Tools & Incentives (like Wi-Fi hotspots, smart phones, printers, or other communication tools)

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- Next Level Neighborhoods: \$28,000 Participant Project Seed Funding (\$1,500/neighborhood/year)
- Neighborhood Improvement & Community-Building Grants: \$500,000 (medium - sized projects & placemaking/improvement projects like collaboration spaces or series of engagement events)

This Offer funds 1.5 FTE contract positions to coordinate programs and grants. Significant and increased outreach will be required for all phases of programs and projects from working with residents to develop applications through project evaluation. They will help people who have never applied for a grant before, who speak English as a second language, who have limited technology access, and many others to ensure more equitable processes and participation.

Focused on residents in Qualified Census Tracts, enhancements and grants will benefit neighbors in areas historically underserved by City programs and most impacted by the pandemic through co-creation processes led by neighbors and prioritized in the Recovery Plan. Residents will generate project ideas tailored to their neighborhood's needs and vision with staff support. As important as the projects are, the neighborhood- led process holds space for creative dreaming and ownership of projects by neighbors themselves.

This Offer supports the following Strategic Objectives:

- NLSH 1.5 - Enhance the quality of life and sense of belonging in neighborhoods by connecting neighbors to City services, building community, and fostering harmonious relationships.
- NLSH 1.4 - Advance equity for all with an emphasis on racial justice to remove systemic barriers so that persons of all identities, including race, ethnicity, religion, gender and gender identity, age, class, sexual identity, mental and physical abilities and ability can fully participate in City services and experience equitable community outcomes.
- ARPA Funding Recovery Theme: Health

24.7 ARPA Eviction Legal Fund - Offer Type: 1-Time Enhancement - Funded

2023 - \$200,000

2024 - \$200,000

This offer would provide grant funds to legal service providers for pro bono representation, advice and outreach related to eviction and housing-related issues. Local legal service providers were operating over capacity pre - COVID. With financial impacts and soaring housing costs that accompanied the pandemic, the unmet need for legal services to keep people housed dramatically increased. Educating tenants and landlords, creating communication pathways to negotiate mutually beneficial agreements and connecting our residents with local pro bono attorneys lays the foundation for more effective and efficient response to some local affordable housing availability concerns that will outlast the pandemic. The CARES Act and ARPA- funded pilots of this grant program have been successful in stemming the tide of evictions and have become a proven model to build service provider capacity for our community and diversify partnerships in program delivery. An estimated 304 families in Fort Collins are currently housed because of direct representation from the 2020 and 2021 Eviction Legal Fund. An additional 5,000 residents received educational materials and self-advocacy resources, or attended a Know Your Rights workshop through the 2020 - 2021 programs.

This offer would fund a grant program for service providers to offer:

- Legal clinics/Ask A Lawyer events
- Direct client representation for housing- stability issues
- Know Your Rights trainings for landlords and tenants
- Development and distribution of outreach and educational materials
- Support for Community Mediation program
- Spanish- language translation and interpretation services
- Coordination among rent assistance/housing navigator programs

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- Outreach through trusted community partners and cultural brokers
- Training for local service providers, hotline volunteers, and Family Support Teams with PSD

This Offer supports the following Strategic Objectives:

- NLSH 1.1 - Increase housing supply and choice and address inequities in housing to ensure that everyone has healthy, stable housing they can afford.
- NLSH 1.4 - Advance equity for all with an emphasis on racial justice to remove systemic barriers so that persons of all identities, including race, ethnicity, religion, gender and gender identity, age, class, sexual identity, mental and physical abilities and ability can fully participate in City services and experience equitable community outcomes.
- ARPA Funding Recovery Theme: Health

24.8 Immigration Legal Fund - Offer Type: *Enhancement* - Unfunded

2023 - \$250,000

2024 - \$250,000

By funding this offer, Fort Collins residents seeking citizenship or lawful presence can continue to receive local immigration legal services, which began with a pilot program in 2021. Legal service providers will be awarded grant funds based on a competitive process, and the grants will be used to support program administration, education, and outreach; protection of people at risk of deportation; asylum cases; and community members who seek pathways to citizenship or lawful presence.

Applications for legal services will outline the delivery model, which will be determined by the grant review panel during the selection process. Generally, all funds awarded under the immigration legal fund must provide:

- Direct legal representation for the lifecycle of immigration cases
- Support for legal pathways to citizenship or lawful presence
- Legal Advice and Consultations through legal clinics and Know Your Rights trainings
- Education and outreach including empowerment training to improve self- advocacy
- Program-related language access and digital access resources

The fear & uncertainty associated with immigration status & the lack of due process can negatively impact community safety, equity and livability. About 4,500 Fort Collins residents do not hold U.S. citizenship. About 2,200 residents are eligible for naturalization, while another 2,300 are undocumented & may be eligible to legally remain in the United States, but are at risk of detention and deportation before these legal avenues can be explored. Police Services and other City departments cannot adequately provide services and resources to Fort Collins residents because of the fear resulting from federal immigration policies. The lack of engagement discourages immigrant community members from seeking emergency assistance or reporting crimes, which interferes with an accurate count of Fort Collins' population, placing the City's representation in Congress and in the Colorado General Assembly at risk.

This Offer supports the following Strategic Objectives:

- NLSH 1.4 - Advance equity for all with an emphasis on racial justice to remove systemic barriers so that persons of all identities, including race, ethnicity, religion, gender and gender identity, age, class, sexual identity, mental and physical abilities and ability can fully participate in City services and experience equitable community outcomes.
- NLSH 1.5 - Enhance the quality of life and sense of belonging in neighborhoods by connecting neighbors to City services, building community, and fostering harmonious relationships.
- SAFE 5.1 - Improve overall community safety while continuing to increase the level of public trust and willingness to use emergency services.

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24.9 Larimer Humane Society Planned Increase - *Offer Type: Enhancement* - Funded

2023 - \$82,500

2024 - \$165,000

This offer is to fund the planned contract increases for Animal Control with Larimer Humane Society (LHS), equaling an additional \$82,500 each year. The ongoing offer (24.4) is for \$985,000. The City has had a history of negotiating this contract based on available funding rather than on the actual costs of services. In 2021, LHS shared their valuation process and methodology with the City. The actual valuation costs were too high to increase in one year. Thus, LHS and the City have a four-year contract that includes an anticipated increase each year until the City can pay the full cost of services rendered by 2026. The current projection for 2026 is \$1,170,000. The contract does allow for both organizations to review projected increases against actual valuations.

LHS is currently finalizing the 2023 contract valuation and a copy will be sent to the committee upon receipt.

This Offer supports the following Strategic Objectives:

- NLSH 1.5 - Enhance the quality of life and sense of belonging in neighborhoods by connecting neighbors to City services, building community, and fostering harmonious relationships.

24.11 ARPA Backflow Preventer Funding for Mobile Home Parks - *Offer Type: 1-Time Enhancement* - Funded

2023 - \$132,500

2024 - \$0

Funding this offer will facilitate the purchase and installation of backflow preventers for mobile home parks (MHP). This will preserve water quality in the drinking water systems operated by Fort Collins- area water providers and prevent MHP owners from passing costs along to residents, keeping lot rent lower and more affordable.

Under federal law, MHPs that distribute drinking water and rebill >25 households for water are considered “public water suppliers” and must install backflow preventers at the connection point to community water supplies operated by other utility providers. Backflow preventers protect drinking water for the larger community by ensuring clean drinking water flows in one direction to the residences and cannot flow back from privately-owned infrastructure. In 2021, the Colorado Department of Public Health & Environment (CDPHE) began notifying local utility providers that they must ensure compliance with these regulations.

In Fort Collins and its growth management area (GMA), there are 17 MHPs that will be subject to this requirement. The estimated cost for backflow preventers is \$15,000-\$20,000 per park. Neighborhood Services was awarded \$132,500 from Larimer County’s ARPA Immediate Needs Grant fund in January 2022, which will cover half of the eligible MHPs. The county has requested that Neighborhood Services seek City of Fort Collins funds to cover the other half.

Historically, infrastructure and maintenance costs are charged to residents as a direct assessment or permanent lot rent increase. By funding this required upgrade, City staff is not only protecting water quality for the broad community; it is helping keep lot rents lower and more stable. This funding also strengthens the relationship among the City, County and mobile home park owners by exemplifying a willingness to offer support in creative ways, partner on long- term solutions, and anticipate future needs of the MHPs to help maintain affordability for residents.

This Offer supports the following Strategic Objectives:

- NLSH 1.8 - Preserve and enhance mobile home parks as a source of affordable housing and create a safe and equitable environment for residents.
- ECON 3.5 - Invest in and maintain utility infrastructure and services while ensuring predictable utility rates.
- ARPA Funding Recovery Theme: Health

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24.12 Mobile Home Park Code Compliance Program - Offer Type: 1-Time Enhancement - Unfunded

2023 - \$50,000

2024 - \$50,000

Funding this offer will support the Mobile Home Park (MHP) Code program to conduct community engagement and educational outreach with MHP residents, owners and managers. Proactive inspection in mobile home park neighborhoods has been suspended for years. The complaint-based inspection system left many MHPs with numerous long -term code violations with costly mitigation for residents and owners. This offer will fund assistance for residents and MHP owners to come into compliance through community cleanups, educational resources and home repair events.

Throughout 2021/2022, a needs assessment of MHPs is being conducted to identify the extent of current noncompliance; highest resource/assistance needs; and the practicality, equity and compatibility of City Code with community priorities. Building inspection schedules and content with associated public engagement will be the primary focus in 2023. In 2024, the program would focus on continued engagement and compliance practices in MHPs across Fort Collins. This work will inform the continuing evolution and cost estimates for Code Compliance inspections in mobile home parks into the future.

The ultimate goal of this offer is to understand and address the unique needs of MHP communities, build relationships with residents, and develop strategies for increasing livability while supporting residents into compliance. The engagement funding will enable the code inspector and cross- departmental MHP Residents' Rights Team to remain nimble and responsive to the unique and dynamic needs of each MHP.

The Residents' Rights Team has a successful track record of providing relevant, meaningful resources and assistance to MHPs, such as informational workshops, clean up event, and listening sessions. Funding this offer will enable us to continue the momentum we have created while incorporating a designated Code Inspector who can ensure an increase in neighborhood livability, safety & customer service.

This Offer supports the following Strategic Objectives:

- NLSH 1.8 - Preserve and enhance mobile home parks as a source of affordable housing and create a safe and equitable environment for residents.
- NLSH 1.5 - Enhance the quality of life and sense of belonging in neighborhoods by connecting neighbors to City services, building community, and fostering harmonious relationships.
- NLSH 1.1 - Increase housing supply and choice and address inequities in housing to ensure that everyone has healthy, stable housing they can afford.

31.1 Social Sustainability Leadership / Housing & Homelessness / Community Support - Offer Type: Ongoing - Funded

2023 - \$773,268

2024 - \$803,791

Funding this offer supports the Social Sustainability Department (SSD) to supervise, coordinate and implement the non-federally funded core services, programs and projects of SSD including 4.5 FTE: SSD Director, Housing Mgr , Housing Programs Mgr, Homelessness Lead Specialist, and 0.5 FTE Business Support. The work includes policy & program development, convening community collaborations, research and preparing data & plans, tracking performance measures & reporting, seeking funding opportunities & partnerships, training & engagement, and oversight of specific Council priority items. SSD promotes personal & professional development for staff to improve capacity/ability to advance equity for all, leading with race.

The key areas of focus include:

- Housing Strategic Planning & Implementation
- Homelessness Initiatives, Strategy & Coordination
- Mental & Behavioral Health and Community Well-being

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These programs & services are at the heart of the City's delivery of social & human sustainability services with the mission to support a diverse & equitable community that successfully meets the basic needs of all residents. SSD strives to achieve this through programs, policies & partnerships that provide access & opportunity for all.

This offer includes the following functions:

- Collaborating, consulting with & influencing internal City departments & external agencies/partners.
- Connecting & collaborating with the community on complex social issues; SSD is frequently called upon for its powerful role of convener.

Primary programs & services provided by SSD include:

- Developing collaborative partnerships & long- term solutions to address critical community issues & Council priorities, including housing policy & implementation of the Housing Strategic Plan; homelessness prevention, services & solutions; Land Bank; development incentives & others.

This work is aligned with community priorities of housing affordability, homelessness solutions & human services support.

This Offer supports the following Strategic Objectives:

- NLSH 1.1 - Increase housing supply and choice and address inequities in housing to ensure that everyone has healthy, stable housing they can afford.
- NLSH 1.2 - Collaborate to leverage community partners' expertise in addressing priority human service issues like poverty and mental health, and to make homelessness rare, brief and non-recurring.
- NLSH 1.4 - Advance equity for all with an emphasis on racial justice to remove systemic barriers so that persons of all identities, including race, ethnicity, religion, gender and gender identity, age, class, sexual identity, mental and physical abilities and ability can fully participate in City services and experience equitable community outcomes.

31.2 Social Sustainability Leadership and Funding for Human Services & Affordable Housing - Offer Type: 2023 - \$1,333,720 **Ongoing - Funded 2024 - \$1,369,791**

Funding this offer continues the critical, high-priority support of the City's Affordable Housing Fund (AHF) and Human Services Program (HSP) funds, and includes leadership, oversight and administrative personnel and non-personnel costs. The AHF and HSP provide General Fund financial assistance advancing equitable outcomes in the community through affordable housing projects and human service agencies, since federal funds from Housing & Urban Development's (HUD) CDBG and HOME cannot alone address the community's needs.

This offer funds 1.0 FTE Lead Specialist (City Grants & Community Partnerships Coordinator) that oversees the annual competitive funding process and other grant-making activities, contracts and monitors the recipients, supports community partnerships with nonprofits, and leads City efforts around childcare, plus \$647,008 in HSP funds & \$525,000 in AHF.

The primary services and program support for this offer include:

- Grant funding, policy development and partnering with human service agencies, affordable housing, childcare, and poverty and homelessness prevention/reduction/mitigation.
- Disbursing total annual funding of \$2.9 million in federal and City funds in direct support for affordable housing projects and human service agencies through the City's annual competitive process (including childcare, homelessness prevention/services, elder care, food security, mental health, etc.).
- Managing \$31M+ invested in affordable housing stock and \$4M in homeowner loans.

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Personnel costs included in this offer cover staff development, oversight and support of the competitive funding process (including support for the Human Services & Housing Funding Board), contract preparation and execution for 40+ agencies, and monitoring funds allocated to recipients. This work aligns with many stated community priorities around affordable housing, human services and childcare.

This Offer supports the following Strategic Objectives:

- NLSH 1.2 - Collaborate to leverage community partners' expertise in addressing priority human service issues like poverty and mental health, and to make homelessness rare, brief and non-recurring.
- NLSH 1.4 - Advance equity for all with an emphasis on racial justice to remove systemic barriers so that persons of all identities, including race, ethnicity, religion, gender and gender identity, age, class, sexual identity, mental and physical abilities and ability can fully participate in City services and experience equitable community outcomes.
- NLSH 1.1 - Increase housing supply and choice and address inequities in housing to ensure that everyone has healthy, stable housing they can afford.

31.3 Homelessness Initiatives/Programs Ongoing City Support - Offer Type: Continuing Enhancement -	2023 - \$398,000
Funded	2024 - \$398,000

Funding this offer maintains City support of the priority investments in collaborative homelessness services and initiatives to help meet the community goal of making homelessness rare, brief and nonrecurring. City funding support for homelessness initiatives has been ongoing for at least 7 years and highlights the City's role in emergency, life-saving response; strengthening the overall system; and direct funding toward services that advance multiple City and community objectives. Addressing homelessness must be done collaboratively; the City is a funding partner supporting the initiatives.

Initiatives requested:

1. Seasonal Overflow Shelter and Emergency Weather Shelter Plan – \$80K: Assistance and coordination with current shelters for community-based options for additional shelter space
2. NoCo Continuum of Care (CoC) – \$15K: ongoing support for regional CoC
3. Murphy Center Operations – \$100K: ongoing support for the central hub for homeless services in Fort Collins; staff and infrastructure that facilitate collaboration among 20+ on- site agencies providing services to people facing homelessness
4. Outreach Fort Collins (OFC) – \$100K: ongoing support of community- driven outreach to OFC coverage area as a safe and welcoming place for all while connecting those in need to services and supportive networks
5. Homeless Management Information System – \$15K: ongoing support of regional system to collect and provide local homeless count, by name list, and service contacts, which tracks people's entry and exit from homelessness and illuminates critical housing, services and equity gaps
6. Murphy Center Day Shelter and Expansion Hours as needed – \$88K: to support the ongoing day shelter 7 days per week year-round and expanded evening hours as needed during the winter months to provide increased access to core services (lockers, mail, laundry, showers, food, gear, computers, phones) and case management.

This Offer supports the following Strategic Objectives:

- NLSH 1.2 - Collaborate to leverage community partners' expertise in addressing priority human service issues like poverty and mental health, and to make homelessness rare, brief and non-recurring.
- NLSH 1.4 - Advance equity for all with an emphasis on racial justice to remove systemic barriers so that persons of all identities, including race, ethnicity, religion, gender and gender identity, age, class, sexual identity, mental and physical abilities and ability can fully participate in City services and experience equitable community outcomes.

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31.4 CCIP - Affordable Housing Capital Fund - Offer Type: Continuing Enhancement - Funded

2023 - \$500,000

2024 - \$500,000

Funding this offer will provide authority to spend the voter-approved Affordable Housing Capital Fund (AHCF), which was adopted in 2015 as part of the Community Capital Improvement Program (CCIP). This fund will accumulate \$4 million over ten years. In 2023 and 2024, the Affordable Housing Capital Fund's projected funding is \$500,000. This offer requests authority to commit the \$500,000 each year to the construction or rehabilitation of one or more affordable housing projects. In the past, Council has directed staff to use this funding for fee relief and for a Direct Subsidy program designed to provide funding to projects that are close to ready to proceed and where additional funding will finalize funding needs or accelerate the timing of when a project will be constructed. Authority to use the funds as soon as they are available provides flexibility to invest in projects that are time sensitive. These funds can only be used to offset capital costs of affordable housing.

Affordable housing is an equitable response to systemic racism occurring specifically because of housing policy throughout this country and locally. Providing opportunities to spend no more than 30% of one's income on housing allows residents an opportunity to cover their needs and save for the future. Restricted homeownership is a way to get families into homeownership who have been denied this in the past, along with the wealth generation that home ownership often allows. Renting at an affordable rate allows households to accumulate savings to invest or to purchase a home. This is a strategy that can help people, and especially Black, Indigenous, and People of Color (BIPOC) residents, close the wealth gap. White families have nearly 10 times the net worth of Black families, and poverty rates are higher and income levels are lower for nearly all BIPOC communities in Fort Collins.

This Offer supports the following Strategic Objectives:

- NLSH 1.1 - Increase housing supply and choice and address inequities in housing to ensure that everyone has healthy, stable housing they can afford.
- NLSH 1.4 - Advance equity for all with an emphasis on racial justice to remove systemic barriers so that persons of all identities, including race, ethnicity, religion, gender and gender identity, age, class, sexual identity, mental and physical abilities and ability can fully participate in City services and experience equitable community outcomes.

31.7 Human Services Program Grant Funding - Offer Type: Continuing Enhancement - Funded

2023 - \$250,000

2024 - \$250,000

Funding this offer will maintain the current level of grant money to nonprofit organizations (NPOs) in FY2023- 24 via the City's annual competitive funding process for Human Services.

Total funding in 2022 for Human Services grants is \$1,069,511. The grant process uses both General Fund and federal Community Development Block Grant (CDBG) money. The General Fund portion is \$897,008 and the federal portion is \$172,503. This is a continuing enhancement because Council added \$250,000 from the General Fund in the 2016 (\$100k) & 2018 (\$150k) budget cycles. This is the 4th consecutive request to maintain these funds.

NPOs contribute to Fort Collins' social, economic and community health by providing vital services and improving quality of life for low- and moderate-income residents. NPOs have an ever-greater demand for their services than available programmatic capacity, demonstrating that the needs of low-income residents remain high.

Funding requests from NPOs in 2022 totaled \$2M. The Human Service & Housing Funding Board (HSHFB) reviews the grant applications and recommends funding levels to Council. The grants support community priorities related to low-income and special needs populations, childcare and housing stability.

Services provided by these funds include childcare scholarships; nutritious food programs for children and seniors; housing counseling/rent assistance; homelessness

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prevention; services for disabled residents, at risk youth, persons experiencing homelessness, and sexual abuse/domestic violence victims; mental/behavioral health services and services for those striving to achieve self-sufficiency.

Lack of services adds additional costs to the community: emergency room visits, jailing, police services, lost self-sufficiency, joblessness, homelessness and the risk of self-harm or harm to others. Measurable outcomes from each NPO grantee are monitored by the City to ensure clients are benefiting from the NPO services.

This Offer supports the following Strategic Objectives:

- NLSH 1.2 - Collaborate to leverage community partners' expertise in addressing priority human service issues like poverty and mental health, and to make homelessness rare, brief and non-recurring.
- NLSH 1.3 - Increase resident participation in income-qualified services and improve accessibility to City and community programs for low- and moderate-income households.

31.10 0.25 FTE Increase - Business Support III Human Services Program Capacity - Offer Type: Enhancement 2023 - \$25,100 - Unfunded 2024 - \$26,265

This offer will increase the current 0.5-FTE Business Support III position in the Social Sustainability Department (SSD) to a 0.75-FTE position.

This added capacity will be solely directed at the existing and emerging needs of the Human Services Program, including: grant administration, compliance monitoring of subrecipient agencies, administrative support for the annual Competitive Process, and deepening the City's involvement around critical human service needs. Added duties include: site visits, data & compliance coordination, grant program support, and responding to nonprofit requests.

The Human Services Program engages the City as a funder and collaborator around issues such as poverty, childcare, mental health, youth development, the aging population, food insecurity and residents with disabilities. One SSD staff member is currently employed to lead the Human Services Program.

This offer will modestly grow the Human Services Program capacity, while meaningfully impacting the City's ability to ensure that basic needs are met and a good quality of life is fostered for all residents of Fort Collins, especially those with low-incomes or vulnerable, marginalized identities.

There have been significant changes within SSD in recent years to necessitate this 0.25-FTE increase. This offer is a partial return to staffing capacity that was in place prior to the City's journey into diversity, equity, and inclusion (DEI) work. The Equity & Inclusion Coordinator FTE position hosted by SSD between 2016-2021 (prior to the creation of the Equity Office) was originally a Grants Specialist support role for SSD's human services and housing work. Over time, that FTE was incrementally re-assigned to further manage the DEI needs of the City, until the position was ultimately 100% dedicated to DEI work. The FTE position was fully moved out of SSD and into the Equity Office in 2021. This gradual transition eroded the FTE staffing capacity to support the Human Services Program.

This Offer supports the following Strategic Objectives:

- NLSH 1.2 - Collaborate to leverage community partners' expertise in addressing priority human service issues like poverty and mental health, and to make homelessness rare, brief and non-recurring.
- NLSH 1.3 - Increase resident participation in income-qualified services and improve accessibility to City and community programs for low- and moderate-income households.

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31.11 Homelessness Initiatives & Programs Increase - Offer Type: Continuing Enhancement - Funded

2023 - \$201,000

2024 - \$201,000

Funding this offer will allow partner agencies to continue providing critical services to people exp. homelessness at an increased level that matches current need. First funded in the 2022 BFO cycle, this support continues to be vital in recovery efforts and in rebuilding resilience in communities impacted by housing instability and un- and underemployment. This offer includes the Council priority to enhance homelessness initiatives and expand the service area of Outreach Fort Collins.

1. Seasonal Overflow Shelter (SOS) & Emergency Weather \$64k: The Fort Collins Rescue Mission and Catholic Charities began offering 24/7 shelter in 2021 and have worked to increase their capacity for overnight guests during the coldest winter months. Increasing space has required renting additional space, hiring more staff, and increasing meal service and cleaning protocols. This additional funding helps close the gap between the previous SOS funds and increasing community need for overnight overflow shelter. This funding enables the shelters to maintain 24/7 shelter at the expanded winter capacity during the coldest months (Nov - Apr).

2. Murphy Center Day Shelter & Expansion Hours \$12k: Support for ongoing evening and weekend hours, as needed, seven days per week year-round. This funding allows Homeward Alliance (the organization that runs the Murphy Center) to provide living wages to staff supporting extended hours.

3. Outreach Fort Collins \$125k:

a) \$25k for north Fort Collins expansion to cover the 0.5 FTE Outreach Specialist who was funded in late 2020 and 2021 with CARES grant funding, and in 2022 with ARPA funds. This will keep current level of service in the north expansion area.

b) \$100k for Midtown expansion, to launch in fall 2022. This funding would maintain level of service delivery necessary to continue serving Midtown in 2023 and 2024.

While this offer builds off offer 31.3, this funding could be utilized for these goals and programs whether or not 31.3 is funded.

This Offer supports the following Strategic Objectives:

- NLSH 1.2 - Collaborate to leverage community partners' expertise in addressing priority human service issues like poverty and mental health, and to make homelessness rare, brief and non-recurring.

31.12 ARPA - Homelessness Initiatives - Recovery & Stabilization - Offer Type: 1-Time Enhancement - Funded 2023 - \$536,000

2024 - \$536,000

Funding this offer will provide critical support to programs that address needs across the entire homelessness spectrum, from lower levels of vulnerability (less support for less time) to highest levels of risk (potential need for lifelong support to remain stably housed). At all levels, homelessness and housing instability have worsened with the pandemic.

1. Case Management & Resource Navigation: Increased staffing at agencies that support clients by connecting to appropriate resources and, when needed, offering tailored case management as clients move toward housing. Services include securing benefits, conducting intakes and vulnerability assessments, housing placement and retention.

2. Rapid Rehousing (RRH): RRH provides limited financial assistance for application fees, security deposits, rent and utilities for homeless individuals, families, and people escaping domestic violence to stabilize while increasing self-sufficiency through intensive case management. On average, RRH families need about 6 months of support.

3. Housing First Initiative (HFI): According to the Housing First Model, a global best practice, housing is the only solution for homelessness. HFI case managers work directly with homeless clients to get them stably housed and, only then, to focus on additional needs like employment, mental health, substance use disorders, etc.

4. 24/7 Shelter: Prior to 2021, emergency shelters offered shelter only overnight, whereas 24/7 shelter allows people to remain on-site during the day. 24/7 shelter is

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linked to increased stability and positive outcomes related to employment and housing.

5. Increased winter capacity: During the warmer months (May-Oct), shelters regularly turn people away due to capacity limits. This funding supports increased capacity during colder months (Nov-Apr) by covering costs related to increased staffing and security, rent and utilities on additional space, etc. to reduce/eliminate having to turn people away into inclement weather.

This Offer supports the following Strategic Objectives:

- NLSH 1.2 - Collaborate to leverage community partners' expertise in addressing priority human service issues like poverty and mental health, and to make homelessness rare, brief and non-recurring.
- ARPA Funding Recovery Theme: Equity and Community Resilience

31.13 ARPA - 1.0 FTE - Contractual Social Sustainability Recovery Specialist - Offer Type: 1-Time	2023 - \$73,681
Enhancement - Funded	2024 - \$74,242

This offer will extend the current 1.0 FTE Recovery Specialist position serving the Social Sustainability Department (SSD) for two more years.

This contractual FTE position, added in 2022, will continue to coordinate and administer SSD's 2023/2024 recovery activities. Duties will include deploying future ARPA funds, including procurement, contract management, reporting compliance, coordination with community partners, programmatic oversight, integrated coordination with other City work teams, evaluating emerging recovery needs, supporting the evaluation and prioritization of human services needs in the community, and assistance delivering outcomes aligned with the Fort Collins Recovery Plan.

SSD is requesting 9 ARPA-funded budget offers for external facing projects in 2023/2024, plus partnering with various City departments on several others, combining for several millions of dollars and targeting multiple themes and outcomes from the Fort Collins Recovery Plan. These projects exclusively benefit the low income and marginalized populations served by SSD aligned and ARPA funded community programs, and are largely recognized as the most vulnerable residents in our community with the highest likelihood of needing pandemic recovery supports.

This position is necessary to effectively administer the procurement efforts and funding agreements with multiple vendors, as well as to maintain accountability to ARPA guidelines and reporting requirements.

This position received approval through the ARPA hiring exception process and was hired in March 2022.

This Offer supports the following Strategic Objectives:

- NLSH 1.2 - Collaborate to leverage community partners' expertise in addressing priority human service issues like poverty and mental health, and to make homelessness rare, brief and non-recurring.
- ECON 3.7 - Collaborate with local and regional partners to advance equitable and affordable childcare solutions.
- ARPA Funding Recovery Theme: Health

31.14 1.0 FTE - Affordable Housing Specialist - Offer Type: Enhancement - Unfunded	2023 - \$67,173
	2024 - \$90,652

Funding this offer will support an additional 1.0 FTE for the Social Sustainability Department (SSD) focused on program administration and compliance monitoring for

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housing. Housing affordability is a top community priority and continues to be a key area of interest for City Council. With the adoption of the Housing Strategic Plan (HSP) in March 2021, the City has set a clear path toward implementing 26 strategies that will help achieve a future in Fort Collins where everyone has healthy, stable housing they can afford. However, implementation of the HSP is currently under resourced, with a team of only two City funded staff. Achieving the HSP vision will require innovative strategies, funding sources, and programs that SSD is currently not resourced to administer or monitor.

Accurate, systematic monitoring and program administration builds a strong foundation for policy intervention and action. Future housing production will need to leverage sources of funding and serve income levels beyond traditional Federal programs, which are monitored and administered by a team funded through the Department of Housing and Urban Development (HUD). Examples of the types of programs this position would administer and monitor include employer provided housing, landlords who wish to restrict their properties to a certain income level, and similar non traditional approaches to improving housing affordability. These commitments must be monitored and administered over a multi year timeframe. In addition, pending Land Use Code (LUC) changes are proposing new incentives for affordable housing that will further increase administration and compliance needs for SSD.

This offer will support the following:

- Administration and monitoring of non Federal affordable housing programs and funding sources, including Land Bank
- Coordination with the HUD team and Competitive Process
- Administration of Private Activity Bonds and the Affordable Housing Capital Fund

This Offer supports the following Strategic Objectives:

- NLSH 1.1 - Increase housing supply and choice and address inequities in housing to ensure that everyone has healthy, stable housing they can afford.
- HPG 7.1 - Provide world-class municipal services, while recognizing the importance of multi-sector relationships and partnerships at all levels.

31.15 1.0 FTE - Senior Specialist for Housing, Homelessness, and Social Health - Offer Type: Enhancement - 2023 - \$0 Funded 2024 - \$99,172

Funding this offer will support an additional 1.0 FTE for the Social Sustainability Department (SSD) focused on housing data analysis and evaluation. Housing affordability is a top community priority and continues to be a key area of interest for City Council. With the adoption of the Housing Strategic Plan (HSP) in March 2021, SSD and partner departments across the organization have set a clear path toward implementing 26 strategies that will help achieve a future in Fort Collins where everyone has healthy, stable housing they can afford. This work is currently led by the Housing Manager, supported by the Housing Policy & Programs Manager. This two person team needs additional resources to advance crucial housing policy work in a thoughtful, innovative way.

Data informed decision making is critical to the successful implementation of the HSP and other SSD initiatives like childcare and homelessness prevention. The SSD team does not have a data lead and this expertise will help examine policy options and evaluate impact. Examples of recent Council and leadership requests for information that this position would support include analysis of the impact of City regulations on housing cost, questions about the appropriate level of City revenue to support affordable housing production goals & more.

This offer will support the following:

- Management & refinement of housing metrics and the Housing Dashboard, currently in development
- Integration of the Dashboard with similar metrics work in other departments (i.e., Equity Indicators)
- Evaluation of the impact of HSP implementation from a triple bottom line (financial, social, environmental) and equity perspective
- Preparation of quarterly progress reports and annual community reports

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Management of social health and housing data & development of data partnerships across the organization (Utilities, PDT, GIS, etc.)
Data visualization to support community, City & Council decision making around complex social issues

This Offer supports the following Strategic Objectives:

- NLSH 1.1 - Increase housing supply and choice and address inequities in housing to ensure that everyone has healthy, stable housing they can afford.
- NLSH 1.2 - Collaborate to leverage community partners' expertise in addressing priority human service issues like poverty and mental health, and to make homelessness rare, brief and non-recurring.
- HPG 7.6 - Optimize technology, data analysis and process improvements to innovate, guide decisions and enhance service delivery.

31.16 Human Services Program Grant Funding - Growth - Offer Type: Enhancement - Unfunded

2023 - \$300,000

2024 - \$300,000

Funding this offer will grow the available grant funding to charitable Nonprofit Organizations (NPOs) that provide services to low income and vulnerable populations.

Nearly 40 NPOs request grant funds from the City's Human Service Program (HSP) annually to aid their ongoing, non COVID community programs. These are services that the City does not typically operate or lead itself. Instead, the City distributes grant funds to NPOs with the talent and expertise to support the human service and health concerns for families and individuals earning below poverty level incomes and at greatest risk in Fort Collins. Measurable outcomes from each NPO grantee are monitored by the City to ensure clients are benefiting from the NPO services.

Services provided by HSP grants include childcare scholarships; nutritious food programs for children and seniors; housing counseling/rent assistance; services for disabled residents, at risk youth, persons experiencing homelessness, and sexual abuse/domestic violence victims; mental/behavioral health services; and services for those striving to achieve self-sufficiency.

Demand for HSP grant support has steadily increased year over year. A significant disparity remains between the community's need for comprehensive human services and available City funding to partially finance those services.

This \$300,000/year offer provides a reasonable contribution towards the community's resourcing gap and advances the City's role as a funder and partner in the human services work.

In the 2016 and 2018 budget cycles, a combined increase of \$250K per year was approved by Council for the HSP grant budget. Since then, HSP grant funding requests have increased by 16% and the current total gap remaining to fulfill the funding requests of eligible NPOs is \$838,263. Funding the full offer would close the gap between human service funding demands and funding availability by 36%, allowing other non City resources to fulfill the remaining need.

This Offer supports the following Strategic Objectives:

- NLSH 1.2 - Collaborate to leverage community partners' expertise in addressing priority human service issues like poverty and mental health, and to make homelessness rare, brief and non-recurring.
- NLSH 1.3 - Increase resident participation in income-qualified services and improve accessibility to City and community programs for low- and moderate-income households.
- ECON 3.7 - Collaborate with local and regional partners to advance equitable and affordable childcare solutions.

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31.17 ARPA - Social Services Recovery Grants - *Offer Type: 1-Time Enhancement* - Unfunded

2023 - \$750,000

2024 - \$750,000

This offer will fund grants to mitigate the impacts of the pandemic on community organizations addressing social services and basic needs for vulnerable and low income residents in Fort Collins.

The grants will be focused on the breadth of social issues ruptured by the COVID-19 pandemic, as recognized in the Fort Collins Recovery Plan, including:

- food insecurity
- social isolation and seniors
- mental and behavioral health
- housing stability
- abuse
- access to transportation
- services for disabled residents

The City awarded grants for similar social services activities in 2022 using ARPA dollars, and in 2020-2021 with CARES funds. The funding from this 2023 2024 budget offer may provide continuation funding to those grantees, as well as new or emerging programs addressing these needs.

The grant awards will pay for eligible costs necessary to operate the various community programs, such as personnel (direct service staff and program management staff), program materials, direct client assistance, equipment, and other program specific expenses.

Awarding grant funds to these organizations will allow them to continue providing life-sustaining services to high need and at risk residents, and to reliably fortify their programming capacity for the coming years.

These grants will support programs that are conditioned on a nexus with COVID-19 and exceed the baseline social service needs that exist in the community regardless of the pandemic (which the City funds through its Human Services Program).

Local social service nonprofits were active in the engagement phase of the Recovery Plan, influencing its focus and bringing resident voices/perspectives into the outcomes and objectives. It follows that these organizations maintain the aptitudes and operations to make progress on the outcomes/objectives of the Recovery Plan with the additional capacity ARPA funding affords.

This Offer supports the following Strategic Objectives:

- NLSH 1.2 - Collaborate to leverage community partners' expertise in addressing priority human service issues like poverty and mental health, and to make homelessness rare, brief and non-recurring.
- ARPA Funding Recovery Theme: Health

31.19 ARPA - Expansion of the Affordable Housing Fund - *Offer Type: 1-Time Enhancement* - Unfunded

2023 - \$525,000

2024 - \$525,000

Funding this offer will increase the resources available through Social Sustainability's annual Competitive Process for affordable housing projects. These projects serve low-income households making no more than 80% area median income (AMI). Most of the homes developed with this City support are rentals that target households

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earning less than 60% AMI.

The Competitive Process commits federal funding from programs such as Community Development Block Grants and HOME Program as well as City funds from the Affordable Housing Fund. The City funds have fewer regulations attached and can be particularly helpful to smaller construction and renovation projects. This funding can be used for required match dollars for federal programs and can be used when federal dollars would not be available due to technicalities, such as if a project has started or previously housed renters. Local funds can support a variety of affordable housing activities and are easier to deploy than federal or state dollars. They can be earmarked for specific income levels or more broadly applied. Having more funding available will accelerate some development projects by providing the final needed funding and can provide local support to leverage other funding, which can stimulate new development projects. This funding can be used to preserve existing affordable housing and convert market-rate housing to restricted affordable housing.

Additional funding can help the City achieve our housing goals more quickly. Affordable housing is one highly effective response to combatting systemic societal racism in the housing domain. Through policy and investment, the City strives to provide opportunity to those who have been cost burdened and cannot afford local housing costs.

This Offer supports the following Strategic Objectives:

- NLSH 1.1 - Increase housing supply and choice and address inequities in housing to ensure that everyone has healthy, stable housing they can afford.
- ARPA Funding Recovery Theme: Equity and Community Resilience
- NLSH 1.4 - Advance equity for all with an emphasis on racial justice to remove systemic barriers so that persons of all identities, including race, ethnicity, religion, gender and gender identity, age, class, sexual identity, mental and physical abilities and ability can fully participate in City services and experience equitable community outcomes.

31.20 ARPA - Affordable Housing Land Bank Expansion - Offer Type: 1-Time Enhancement - Funded

2023 - \$1,000,000

2024 - \$0

Funding this offer will support the purchase of land for the Affordable Housing Land Bank Program (LBP), which has produced 96 rental homes and has 54 for sale homes under construction. In 2023, this offer will allow the City to exercise an option to acquire 5 acres of developable real estate in northeast Fort Collins at a purchase price of \$1M. An additional \$700K is also requested in 2024 to further expand the LBP's holdings. The LBP purchases land for future affordable housing, locking in pricing in an escalating real estate market and preserving desirable locations to ensure good geographic distribution of affordable homes. This is the City's only program that requires permanent affordability. Appreciation of Land Bank holdings is used as subsidy for the future housing built on LBP parcels.

Northeast Fort Collins is the last quadrant of the City to be built out. The City has an option for 5 acres located within a larger proposed development west of the Budweiser Plant. Developer HF2M has an option contract for the largest tract of land & has already purchased some of the land. HF2M has agreed to sell 5 acres of generously zoned land (for about 100 homes) to the LBP for the price of \$200,000 an acre. (The City paid about \$250,000 an acre for the last purchase). If funded, this offer will be used to exercise the option, or to acquire a comparable site in northeast Fort Collins. Staff is also currently reviewing more opportunities to purchase land in 2024. These are priced at \$700,000 and \$1.5M.

Affordable housing is an equitable response to systemic societal racism. The LBP allows for rental or for-sale affordable homes. Restricted homeownership is a way to enter into homeownership and create wealth-building opportunities. Renting at an affordable rate allows for savings to invest or purchase a home. Providing additional resources to the LBP is a tangible way the City can support residents & especially Black, Indigenous & People of Color, close the wealth gap.

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This Offer supports the following Strategic Objectives:

- NLSH 1.1 - Increase housing supply and choice and address inequities in housing to ensure that everyone has healthy, stable housing they can afford.
- ARPA Funding Recovery Theme: Equity and Community Resilience
- NLSH 1.4 - Advance equity for all with an emphasis on racial justice to remove systemic barriers so that persons of all identities, including race, ethnicity, religion, gender and gender identity, age, class, sexual identity, mental and physical abilities and ability can fully participate in City services and experience equitable community outcomes.

31.21 ARPA - Affordable Housing Fee Credit Fund - Offer Type: 1-Time Enhancement - Unfunded **2023 - \$350,000**
2024 - \$350,000

Funding this offer continues providing fee relief to developers of housing for the lowest wage earners in Fort Collins – those making no more than 30% area median income (AMI; \$25,900 for a family of 3). It will fund fee credits that can be awarded to qualifying units without requiring additional Council consideration. An annual appropriation of \$350,000 would provide fee credits for at least 25 new units per year at current rates. There are currently two projects with 21 qualifying units in development for 2023.

Historically, the City has provided fee relief for affordable housing. Since 2013, this relief has consisted of fee waivers for units available to those earning up to 30% AMI. Awards of fee waivers were subject to Council discretion and a finding that waivers would not jeopardize the finances of the City. Each project's fee stack was analyzed and certain fees were waived based on the percentage of qualifying units. This required a lot of staff and Council time. As a result of an FC Lean program evaluation, in 2020 City Council codified fixed amounts for fee credits for qualifying units (currently \$14,000 per unit). This improved process saves time and provides predictability. Since fee relief became discretionary in 2013, Council has granted every request.

BIPOC (Black, Indigenous, People of Color) residents are disproportionately represented in affordable housing because BIPOC communities have lower household ownership rates, higher rates of poverty, and lower incomes as compared to white community members, resulting in part from historic systemic racism. Northern Colorado's legacy of neighborhood segregation and social and economic discrimination against BIPOC community members is evident in generational wealth gaps that exist today. Providing homes that are affordable to low-wage earners stabilizes their housing, which can stabilize lives. Affordable housing is a response to the harms caused by society's institutional and structural racism.

This Offer supports the following Strategic Objectives:

- NLSH 1.1 - Increase housing supply and choice and address inequities in housing to ensure that everyone has healthy, stable housing they can afford.
- ARPA Funding Recovery Theme: Equity and Community Resilience
- NLSH 1.4 - Advance equity for all with an emphasis on racial justice to remove systemic barriers so that persons of all identities, including race, ethnicity, religion, gender and gender identity, age, class, sexual identity, mental and physical abilities and ability can fully participate in City services and experience equitable community outcomes.

31.22 ARPA - Affordable Housing Utilities Fee Relief Program - Offer Type: 1-Time Enhancement - Unfunded **2023 - \$750,000**
2024 - \$750,000

Funding this offer will provide grants to affordable housing providers to offset utility related development fees for affordable housing projects. Specifically, the grants will

NEIGHBORHOOD LIVABILITY AND SOCIAL HEALTH

be available to offset electric capacity fees, water meter fees, water supply requirements, water plant investment fees, wastewater plant investment fees, and stormwater plant investment fees. The fund will be administered to support qualifying affordable housing projects serving residents making 80% or less of Area Median Income (AMI). Grant program details will be collaboratively designed among Utilities, Sustainability Services and local affordable housing providers.

The cost to build housing has increased significantly in recent years and has continued to accelerate during the pandemic. Since 2015, the cost to build housing has increased by about 40%, according to recent City analysis. While much of this cost increase is related to labor and materials, a portion of the increase is also related to the cost of utility infrastructure and fees. Unlike market rate developers, affordable housing developers cannot simply raise the rent when costs increase. As a result, affordable housing providers must secure additional subsidies to build affordable units in our community.

The Housing Strategic Plan notes that Fort Collins will need to build 282 units annually between 2022 and 2040 in order to achieve our community affordability goal. With \$1.5 million in funding, this initiative could pay for the electric capacity fees for up to 250 units each year for two years and also offset a portion of water development fee: (actual amounts will depend upon the types and sizes of projects proposed).

By providing additional subsidy to development partners who are committing to increase affordable housing stock in the community, this initiative will benefit lower income residents who would not otherwise be able to afford to live where they work, play, attend school, and contribute to community vitality.

This Offer supports the following Strategic Objectives:

- NLSH 1.1 - Increase housing supply and choice and address inequities in housing to ensure that everyone has healthy, stable housing they can afford.
- ARPA Funding Recovery Theme: Equity and Community Resilience
- ENV 4.1 - Intensify efforts to meet 2030 climate, energy and 100% renewable electricity goals that are centered in equity and improve community resilience.

31.23 Affordable Housing EV Infrastructure Credits - Offer Type: Enhancement - Unfunded

2023 - \$140,000

2024 - \$140,000

On May 17, Council appropriated \$238,000 on second reading to support EV charging infrastructure in affordable housing developments for this year (2022). The intent of the appropriation is to subsidize the difference between current requirements from the Colorado Housing Finance Authority (CHFA) and Council's adopted EV charging requirements in the 2022 building code for multi-unit affordable housing. The amount of the appropriation was based on the incremental cost expected to be incurred by applying the new EV charging requirements to 237 affordable units that could be eligible for building permits during the 2022 calendar year.

At the time of appropriation, Council supported a BFO offer for EV Infrastructure Credit funding in 23/24. The current offer requests funding for 2023 and 2024 in an amount that would support the City's historic production of affordable housing (120 units per year, estimated across 2 projects of approximately 60 units each). Options in the scalability section provide options for both increase and decrease in allocated funds. All of the scalability options come with the acknowledgement that under-resourcing may result in a need to go back to Council for an additional appropriation if development happens at a faster-than-anticipated pace.

Council's adopted EV charging requirements for affordable housing require 20% EV Capable spaces, 15% EV Ready spaces, and One EVSE Installed. The EV credit operates in a similar manner to the existing fee credit program and will be administered through the Building Department. Upon application for a building permit, developers will be eligible to submit a written request to the City Manager or their designee (i.e., Housing Manager) for an EV Infrastructure Credit based on the number and type of EV parking spaces provided. The City will confirm the eligibility of the project and will calculate the total amount of the credit.

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This Offer supports the following Strategic Objectives:

- NLSH 1.1 - Increase housing supply and choice and address inequities in housing to ensure that everyone has healthy, stable housing they can afford.

59.1 Urban Forest Management - *Offer Type: Ongoing - Funded*

2023 - \$2,151,618

2024 - \$2,240,363

Funding this offer will support the Forestry Division in managing the Fort Collins municipal urban forest. The offer funds maintenance for more than 56,500 trees on developed City property, as well as some services that impact private-property trees. The Fort Collins municipal urban forest includes 37,837 street trees and 18,518 park trees. Street trees are located on City right-of-way along the edge of streets and in medians. Park trees are in parks, golf courses, cemeteries, recreational and cultural facilities, detention areas and other City properties. The appraised value of the urban forest is more than \$40 million and the total yearly ecological benefit is over \$6.27 million. The care, maintenance and perpetuation of City-property trees provide a safe, healthy and environmentally beneficial municipal urban forest.

Urban Forest Management Services:

- Implement sound management practices for tree pruning, removal and protection that improve public safety and enhance tree health and environmental benefits
- Ensure that all development provides tree protection and mitigation plantings to meet Land Use Code requirements
- Enforce the requirements of the Vegetation Ordinance by licensing commercial tree companies, issuing work permits for City-property trees, issuing notices to remove or prune private trees threatening public areas or that are infested with an epidemic insect or disease, and regulating the planting of prohibited species
- Respond to customer requests for tree maintenance and information
- Develop and implement community-wide management plans and strategies for epidemic insects and diseases
- Oversee the use of wood debris for best possible uses including recycling, re purposing and mulch distribution programs
- Lead urban forest storm damage response
- Maintain an inventory of trees on City-owned property

This Offer supports the following Strategic Objectives:

- NLSH 1.9 - Plan for, preserve, plant and maintain a safe, healthy and resilient urban forest.
- ENV 4.5 - Protect and enhance natural resources on City-owned properties and throughout the community.
- SAFE 5.1 - Improve overall community safety while continuing to increase the level of public trust and willingness to use emergency services.

59.2 Urban Forest Management - Tree Replacement - *Offer Type: Asset Management-Ongoing - Funded*

2023 - \$194,843

2024 - \$200,100

Funding this offer helps support the Forestry Division's tree replacement program as existing trees are removed due to safety or poor health. On average, Forestry removes over 645 trees per year. This offer provides for the replacement of 514 trees per year, as well as the aftercare and maintenance for the first two years after replacement. Due to this tree replacement gap, Forestry now has over 2,700 vacant sites that have not been replaced.

Tree replacement is an essential service provided to the community and has strong positive impacts on current and future generations, including underserved populations within the community.

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Management and services associated with the tree replacement program include but are not limited to:

- Planting and managing replacement trees on City property
- Influencing continued species diversification to create a more resilient urban forest
- Utilizing hourly employees to tank water, mulch and remove stakes of newly planted trees for the first two years that they are in the ground
- Coordinating internal services (i.e., pot holing, stump grinding) with external contract management
- Responding to customer requests for tree replacement, aftercare and maintenance
- Educating community members on the importance of tree aftercare and the triple-bottom line benefits of increasing species diversity and canopy cover
- Maintaining an inventory of all newly planted City-property trees
- Ensuring that the right tree is planted in the right place, i.e., placing trees among other public infrastructure and utilities without creating short and long term issues

Tree replacement is critical to sustain or increase urban canopy cover throughout the community. It is also essential for maintaining and creating a resilient, healthy and perpetual urban forest. Replacing every tree removed will help maximize the environmental, social and economic benefits that the urban forest provides to all.

This Offer supports the following Strategic Objectives:

- NLSH 1.9 - Plan for, preserve, plant and maintain a safe, healthy and resilient urban forest.
- ENV 4.5 - Protect and enhance natural resources on City-owned properties and throughout the community.
- ENV 4.1 - Intensify efforts to meet 2030 climate, energy and 100% renewable electricity goals that are centered in equity and improve community resilience.

59.5 Emerald Ash Borer Infestation Management - *Offer Type: Continuing Enhancement* - Funded

2023 - \$260,500

2024 - \$285,500

Funding this offer will support efforts to implement the Forestry Division's Emerald Ash Borer Management & Response Plan. Implementing the plan is imperative now that Emerald Ash Borer (EAB) has been detected on the north side of Fort Collins. Currently there are approximately 70,000 ash trees within Fort Collins, including 7,400 ash trees on public property.

This offer uses an Integrated Pest Management approach, which combines management and response elements of ash protective treatments, plus ash removal and replacement strategies on public property. It is critical to continue implementing the EAB Management & Response Plan going forward or risk a steeper mortality curve by falling behind and becoming dangerously reactive. A proactive management approach has proven to be much more effective in communities across the country.

The Forestry Division has continually evaluated the public ash tree population and has determined that nearly 2,100 ash trees are eligible for treatment. This offer requests funding to continue treating 700 ash trees each year on a three-year rotational basis; treatment started in 2021. Ash in the inventory that do not meet treatment criteria will be removed and replaced over the next decade, eventually reducing public ash trees by approximately 75% or more. An increase in 2024 is in anticipation of increased ash tree mortality and the need for additional tub grinding services to keep the material out of the landfill.

With EAB now present in Fort Collins, the urgency to protect selected trees and replace trees that are removed is imperative. The goal is to reduce the negative impacts of tree loss to the Fort Collins community and the urban ecosystem, while maximizing the numerous benefits trees provide.

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This Offer supports the following Strategic Objectives:

- NLSH 1.9 - Plan for, preserve, plant and maintain a safe, healthy and resilient urban forest.
- ENV 4.5 - Protect and enhance natural resources on City-owned properties and throughout the community.
- SAFE 5.1 - Improve overall community safety while continuing to increase the level of public trust and willingness to use emergency services.

59.6 Urban Forest Strategic Plan - Offer Type: 1-Time Enhancement - Unfunded

2023 - \$230,310

2024 - \$0

Funding this offer will support the Forestry Division's strategic planning efforts for canopy enhancement and resiliency within the Fort Collins community. This offer will fund a consultant-driven strategic planning effort, engaging with the community to identify current gaps and establish a 20 year plan for the entire urban forest canopy on both public and private property.

The Division is in the process of addressing two Council Priorities around tree subsidies and improving tree policies. This includes updating Municipal Code and Land Use Code to protect and preserve more trees, improve arborist licensing, understand the community's Tree Equity Score (TES) to prioritize canopy disparities, and address funding shortfalls to properly manage and maintain the urban forest infrastructure.

If funded, the strategic planning efforts will focus on the following areas, but may not be limited to:

- Tree canopy goals, species diversity, canopy equity/disparities and resilience
- Future climate change impacts and opportunities (i.e., changing temperatures and water shortages)
- Benefits and ecosystem services of the urban forest
- Alignment with other local and regional strategic plans (i.e., City Plan, Our Climate Future, Nature in the City, Parks and Rec Master Plan, etc.)
- Community-centered engagement, education and approach to future canopy needs
- Holistic planning effort around the entire urban canopy: plan, protect, maintain and engage
- Sustainable funding for a sustainable canopy

The Forestry Division's primary role is to care for trees on City owned properties, however, it cannot ignore the greater numbers and contributions made by the much larger tree populations on private property. It's time to take the Fort Collins canopy to the next level in anticipation of future canopy challenges as well as opportunities for future generations and canopy resiliency.

This Offer supports the following Strategic Objectives:

- NLSH 1.9 - Plan for, preserve, plant and maintain a safe, healthy and resilient urban forest.
- ENV 4.1 - Intensify efforts to meet 2030 climate, energy and 100% renewable electricity goals that are centered in equity and improve community resilience.
- ENV 4.5 - Protect and enhance natural resources on City-owned properties and throughout the community.

59.8 Urban Forest & Stormwater Management: Tree Inventory along Irrigation Canals - Offer Type: 1-Time Enhancement - Unfunded

2023 - \$110,310

2024 - \$0

Funding this offer will provide critical information that will support City Stormwater Utility and Forestry Division efforts to help protect private and public property from tree:

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that pose a safety risk or a threat to City owned infrastructure. This offer will provide data for significant trees that grow in areas along two major canals: the Larimer Canal #2 (LC2) and the New Mercer (NM) Canal. Major tree failures have occurred along these canals. These failures have caused significant property damage, imposed economic stress on property owners who do not own the trees, destroyed the integrity of the canal banks, interrupted or damaged stormwater structures, and have caused minor flooding.

This offer requests one-time funding, split equally between Stormwater and Forestry, to create and execute an RFP and contract to conduct an inventory of significant trees along the LC2 and NM canals.

The inventory would be a step toward understanding what resources and collaborations would be necessary to lower tree-related risks in these areas. The adjacent neighboring properties would receive notification in English and Spanish that an inventory will take place. Building collaboration among Utilities, Parks, Natural Areas, and the LC2 and NM Irrigation Companies to proactively act together is a strongly desired result of the inventory. After the collaborative group forms, community outreach would occur to obtain feedback from the different neighborhoods and businesses along the canals to assess their visions of the future for these corridors. Underserved, lower-income areas that overlap with high risk tree assessments could conceivably receive proactive mitigation if collaborations and future funding can be arranged and acquired.

This Offer supports the following Strategic Objectives:

- NLSH 1.9 - Plan for, preserve, plant and maintain a safe, healthy and resilient urban forest.
- SAFE 5.5 - Provide and maintain reliable utility services and infrastructure that directly preserve and improve public health and community safety.

59.10 Urban Forestry Continuing Enhancements - Offer Type: Continuing Enhancement - Funded	2023 - \$500,000
	2024 - \$500,000

Funding this offer will further support the Forestry Division in managing the public urban tree canopy. The offer provides additional funding for continuous and frequent maintenance of 56,500 trees on developed City property and important tree infrastructure replacement. Street trees are located on City right of way along the edge of streets and in medians. Park trees are in parks, golf courses, cemeteries, recreational and cultural facilities, detention areas and other City properties. A recent analysis (July 2022) shows an appraised value of the public urban forest is worth more than \$111 million and the total yearly ecological benefit is over \$6.27 million. The care, maintenance, and perpetuation of City property trees provide a safe, healthy, and environmentally beneficial municipal urban forest. This offer also supports the purchase of an additional water truck in 2023 and 0.50 Hourly FTE in 2024. This truck and hourly position are imperative for the survivability and success of newly planted trees throughout the community.

Urban Forest Management Services:

- Implement sound management practices for tree pruning, removal and protection that improve public safety, and enhance tree health and environmental benefits
- Enforce the requirements of the Vegetation Ordinance by licensing commercial tree companies, issuing work permits for City property trees, issuing notices to remove or prune private trees threatening public areas or that are infested with an epidemic insect or disease, and regulating the planting of prohibited species
- Respond to customer requests for tree maintenance and information
- Oversee the use of wood debris for best possible uses including recycling, re purposing and mulch distribution programs
- Lead urban forest storm damage response

NEIGHBORHOOD LIVABILITY AND SOCIAL HEALTH

- Maintain an inventory of trees on City owned property
- Tree infrastructure replacement and aftercare

This Offer supports the following Strategic Objectives:

- NLSH 1.9 - Plan for, preserve, plant and maintain a safe, healthy and resilient urban forest.
- ENV 4.5 - Protect and enhance natural resources on City-owned properties and throughout the community.
- SAFE 5.1 - Improve overall community safety while continuing to increase the level of public trust and willingness to use emergency services.

71.1 Assessment of Citywide Organizational Practices and Structure to Deliver on Compliance with Local Policies - *Offer Type: 1-Time Enhancement - Unfunded* 2023 - \$90,000 2024 - \$0

Funding this offer will evaluate the efficiency, effectiveness and equity of the City organization's approach to compliance with local policies. Today, compliance with local regulations and policies falls across multiple Service Areas (primarily Utilities; Planning, Development & Transportation; and Sustainability Services). Given the depth and comprehensive nature of the City Charter, nearly every community member is impacted by compliance with local policies, ranging from shoveling snow within 24 hours to controlling dust on a site.

Evaluating the City's approach to compliance will include answering several key questions:

- Effectiveness: How is the organization serving our customers and how could customer service (internally and externally) be improved?
- Efficiency: Are there areas of service that could be combined or streamlined for greater efficiency? How could departments better collaborate and where is more proactive compliance possible?
- Equity: Who in our community is most impacted by these processes and are there consequences of the organizational structure itself that could be modified to better deliver service?

Year one milestones will include consultant selection, peer city research, community and staff engagement, and evaluation of the current system's strengths and opportunities. Year two will include a report with recommendations and initial priorities, and results will inform resource needs and/or adjustments for the 2025-2026 budget cycle.

Funding this offer will include a more streamlined, effective and equitable approach Citywide to compliance with local policies. From a customer perspective, evaluating compliance holistically will best assess interactions, internal inconsistencies and compounding factors that can only be seen from a systems lens. With this assessment, improvements can be identified and prioritized to deliver the greatest outcomes in service and results to all community members.

This Offer supports the following Strategic Objectives:

- NLSH 1.5 - Enhance the quality of life and sense of belonging in neighborhoods by connecting neighbors to City services, building community, and fostering harmonious relationships.
- ENV 4.3 - Accelerate efforts to achieve 2030 zero waste goals.
- NLSH 1.4 - Advance equity for all with an emphasis on racial justice to remove systemic barriers so that persons of all identities, including race, ethnicity, religion, gender and gender identity, age, class, sexual identity, mental and physical abilities and ability can fully participate in City services and experience equitable community outcomes.

NEIGHBORHOOD LIVABILITY AND SOCIAL HEALTH

72.1 ARPA Equity Grant Fund - Offer Type: 1-Time Enhancement - Funded

2023 - \$200,000

2024 - \$200,000

The Equity Office, Neighborhood Services, and Social Sustainability are collaborating to create a competitive grant program to address social inequities by funding mental health, equity & inclusion programs & capacity building for equity-based nonprofit organizations. Grants will encourage & support new, innovative programming from subject matter experts that builds supportive systems based in equity. This program will remove barriers & increase accessibility of funds to smaller/newer BIPOC and diverse serving organizations. Under current City grant programs, equity-based nonprofits/programs can be at a disadvantage compared to larger, well-established agencies with specialized grant-writing staff. The following barriers to equity outcomes in existing grant programs were also identified: lack of awareness of opportunities, difficulties navigating requirements/deadlines, limitations on funding use, and burdensome grant reporting or applications. During the pandemic, government entities leaned heavily on nonprofit partners for outreach & basic needs services. Locally, smaller nonprofits play an outsized role in assisting historically underserved community members with housing-related issues, childcare, employment, physical & mental health service access & healing services.

Feedback during Recovery Plan engagement identified gaps in services and disproportional impact to these communities. This project will increase accessibility to funding opportunities for local nonprofits in a way that builds lasting relationships, promotes culturally appropriate programming such as mental health services, & advances racial & social equity & inclusion in our community. The staff to support the grant-making process & reporting will also act as a liaison and connection to resources. Staff will be involved in continued outreach, education & relationship-building with non profits serving BIPOC communities to ensure equitable outcomes are reached & gaps in service are decreased.

This Offer supports the following Strategic Objectives:

- NLSH 1.4 - Advance equity for all with an emphasis on racial justice to remove systemic barriers so that persons of all identities, including race, ethnicity, religion, gender and gender identity, age, class, sexual identity, mental and physical abilities and ability can fully participate in City services and experience equitable community outcomes.
- ARPA Funding Recovery Theme: Equity and Community Resilience



Culture & Recreation

Fort Collins provides and maximizes access to diverse cultural and recreational amenities.



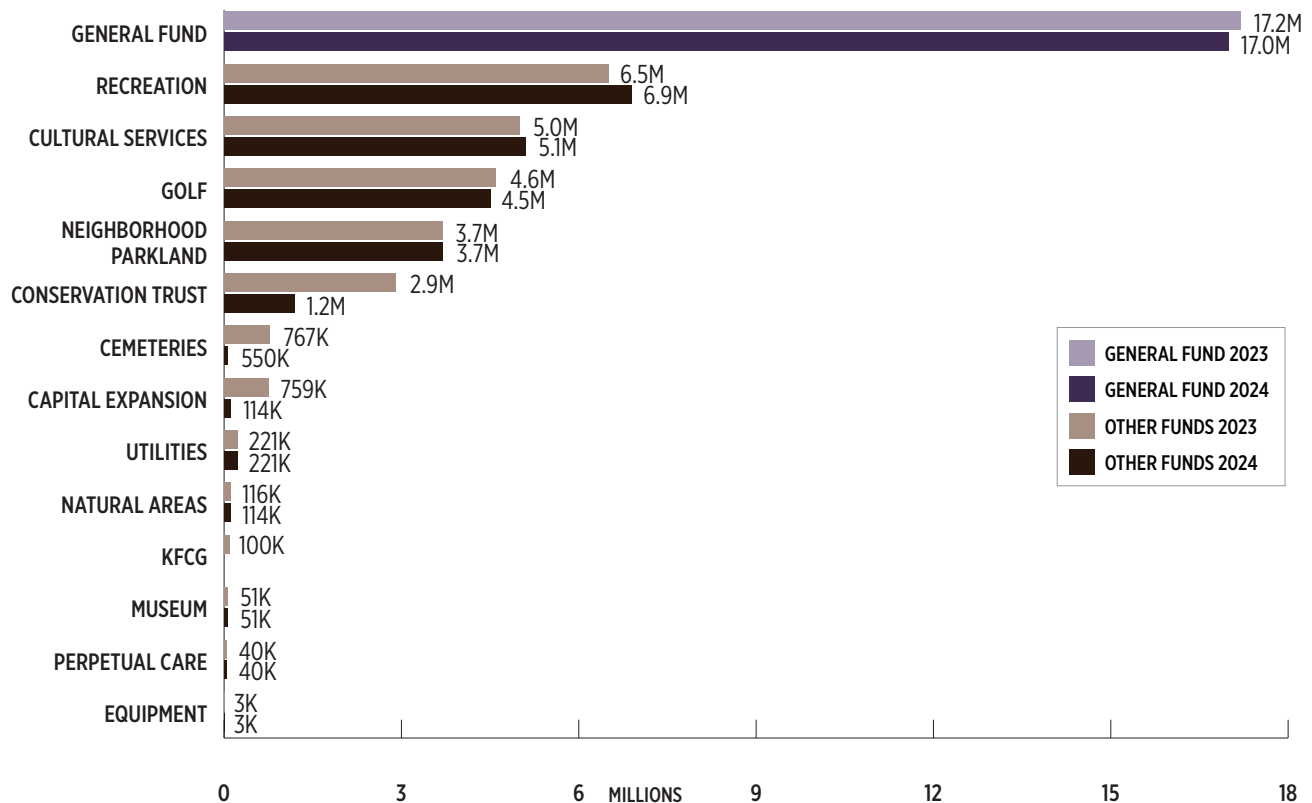


Culture & Recreation

2023 General Fund & Other Funds – \$41.9 M

2024 General Fund & Other Funds – \$39.5 M

- Recreation
- Parks
- Cultural Facilities
- Golf



OVERVIEW

The Culture & Recreation Outcome 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. The strategic objectives for Culture & Recreation, as outlined in the 2022 Strategic Plan, are as follows:

- 2.1 Provide diverse, inclusive and accessible recreation and cultural programs that drive attendance and cost recovery.
- 2.2 Address infrastructure and amenity replacement and maintenance needs of trails, parks, cultural and recreation facilities while continuing the planned buildout of the parks and paved trail systems.
- 2.3 Expand opportunities to engage in arts and cultural programming throughout the community.
- 2.4 Identify criteria, process, and funding options to revitalize neighborhood and community parks to meet modern design standards, per the newly adopted 2021 Parks and Recreation Plan.
- 2.5 Ensure safety and access to and within City parks, natural areas, paved trails, and cultural and recreation facilities for visitors and employees.

KEY PURCHASES

- Recreation facilities & programs (e.g., EPIC, Senior Center, Northside Aztlan Center, Club Tico, pottery studio, skate park facilities, the Farm at Lee Martinez Park)
- Park and trail development and maintenance
- Cultural Facilities (Lincoln Center, FC Museum of Discovery, Gardens on Spring Creek)

- Art in Public Places program
- Golf courses
- Memorial parks

Enhancements and Positions Added*

Offer #	Offer Title	Primary Strat. Obj.	2023	2024
43.16	Edora Pool Ice Center Asset Repair & Replacement	2.2	264,380	0
43.17	ARPA Increased Funding for the Reduced Fee Scholarship Program	2.1	100,000	100,000
43.19	Facility Improvements at The Farm	2.2	0	120,000
43.20	Facility Equipment Replacement - Ongoing Catch up	2.2	0	113,249
43.23	ARPA Childcare Space Modifications at Northside Aztlan Community Center	2.1	721,932	0
43.27	Northside Aztlan Community Center Gymnasium Improvements	2.1	80,000	0
50.7	ARPA 1.0 FTE Contractual - Cultural Services Community Programs Manager with Program Support	2.3	139,284	159,535
50.8	ARPA Cultural Services Access Fund for Low-Income Residents	2.1	150,000	150,000
50.12	Gardens on Spring Creek Expanded Programs	2.1	99,145	165,632
50.17	0.5 FTE Horticulture Technician - Gardens on Spring Creek	2.2	39,706	40,592
54.5	Infrastructure Replacement Program Enhancement	2.2	125,000	125,000
54.10	1.0 FTE Park Technician for Playground Maintenance	2.5	65,696	84,236
56.2	Golf Player Assistant Pay	2.1	272,515	279,327
56.3	Golf Cart Path Extension, HVAC, and Refrigeration Replacement	2.1	188,620	0
56.4	Golf Infrastructure Replacement Program	2.1	130,000	0
57.2	Memorial Parks Equipment Replacement	2.2	110,000	0
57.3	Memorial Park Infrastructure Replacement and Master Plan Update	2.2	113,000	0
60.1	Recreational Trail Development	2.2	2,516,404	800,763
60.2	Neighborhood Park Development	2.2	3,798,469	3,832,614
60.3	Community Park Development	2.2	758,838	113,773
TOTAL:			\$9,672,989	\$6,084,721

* Some Offers listed as 'Enhancements' may have been funded in prior budget cycles but, were not included in Ongoing Offers.

Drilling Platform - Ranked Offers by Outcome

Budget Years: 2023 - 2024

CULTURE AND RECREATION - 2023

Rank	Offer # & Name	Offer Cost Total	Offer Funding			
			GENERAL FUND Dedicated	Ongoing	OTHER FUNDS	RESERVES
Not Ranked	5.1 - Utilities: Art in Public Places Offer Type: Ongoing	221,070	0	0	221,070 <i>Light & Power Water Wastewater Stormwater</i>	0
Not Ranked	43.1 - Edora Pool Ice Center (EPIC) Offer Type: Ongoing	1,849,867	0	0	1,845,867 <i>Recreation</i>	4,000 <i>Recreation</i>
Not Ranked	43.2 - Mulberry Pool Offer Type: Ongoing	346,836	0	346,836	0	0
Not Ranked	43.3 - City Park Pool Offer Type: Ongoing	132,657	0	0	132,657 <i>Recreation</i>	0
Not Ranked	43.4 - Senior Center Pool Offer Type: Ongoing	169,019	0	169,019	0	0
Not Ranked	43.5 - Fort Collins Senior Center and Club Tico Facility Offer Type: Ongoing	1,219,695	0	210,763	993,932 <i>Recreation</i>	15,000 <i>Recreation</i>
Not Ranked	43.6 - Pottery Studio Offer Type: Ongoing	109,605	0	0	109,605 <i>Recreation</i>	0
Not Ranked	43.7 - Adaptive Recreation Opportunities (ARO) Offer Type: Ongoing	334,800	0	325,056	0	9,744 <i>Recreation</i>
Not Ranked	43.8 - Foothills Activity Center and Sports Offer Type: Ongoing	1,504,782	0	0	1,476,782 <i>Recreation</i>	28,000 <i>Recreation</i>
Not Ranked	43.9 - Northside Aztlan Community Center Offer Type: Ongoing	1,501,586	0	895,120	596,066 <i>Recreation</i>	10,400 <i>Recreation</i>
Not Ranked	43.10 - The Farm at Lee Martinez Park Offer Type: Ongoing	410,390	0	0	390,390 <i>Recreation</i>	20,000 <i>Recreation</i>

Drilling Platform - Ranked Offers by Outcome

Budget Years: 2023 - 2024

CULTURE AND RECREATION - 2023

Rank	Offer # & Name	Offer Cost Total	Offer Funding			
			GENERAL FUND Dedicated	Ongoing	OTHER FUNDS	RESERVES
Not Ranked	43.11 - Recreation Administration Offer Type: Ongoing	1,092,989	0	383,466	693,840 <i>Recreation</i>	15,683 <i>Recreation</i>
Not Ranked	43.12 - Community Relations and Marketing Services Offer Type: Ongoing	129,742	0	0	129,742 <i>Recreation</i>	0
Not Ranked	43.14 - Community Events Offer Type: Ongoing	22,230	0	0	14,850 <i>Recreation</i>	7,380 <i>Recreation</i>
Not Ranked	43.15 - Recreation Facility and Equipment Offer Type: Asset Management-Ongoing	189,500	0	189,500	0	0
Not Ranked	50.1 - Gardens on Spring Creek Offer Type: Ongoing	2,571,581	0	974,941	1,428,640 <i>Cultural Services</i>	168,000 <i>Cultural Services</i>
Not Ranked	50.2 - Lincoln Center & Cultural Services Administration Offer Type: Ongoing	4,141,405	0	1,233,025	2,908,380 <i>Cultural Services</i>	0
Not Ranked	50.3 - Museum of Discovery Offer Type: Ongoing	1,143,192	0	1,092,009	51,183 <i>Museum</i>	0
Not Ranked	50.4 - Art in Public Places Administration Offer Type: Ongoing	227,160	0	0	71,512 <i>Cultural Services</i>	155,648 <i>Cultural Services</i>
Not Ranked	50.5 - Art in Public Places Artwork Offer Type: Ongoing	81,132	0	0	81,132 <i>Cultural Services</i>	0
Not Ranked	50.6 - Fort Fund Offer Type: Ongoing	570,000	570,000	0	0	0
			<i>Lodging Taxes</i>			
Not Ranked	50.9 - Carnegie Center for Creativity Offer Type: Ongoing	57,439	0	32,439	25,000 <i>Cultural Services</i>	0

Drilling Platform - Ranked Offers by Outcome

Budget Years: 2023 - 2024

CULTURE AND RECREATION - 2023

Rank	Offer # & Name	Offer Cost Total	Offer Funding			
			GENERAL FUND Dedicated	Ongoing	OTHER FUNDS	RESERVES
Not Ranked	54.1 - Community Parks and Facility Grounds Maintenance Offer Type: Ongoing	4,506,359	356,880	4,111,979	0	37,500
			Park Fees Prior KFCG 0.25% for Other Comm & Trans - Ongoing Revenue			General Fund
Not Ranked	54.2 - Neighborhood Parks Maintenance Offer Type: Ongoing	3,172,190	90,000	3,082,190	0	0
				Park Fees		
Not Ranked	54.3 - Hard-Surface Trails Maintenance Offer Type: Ongoing	391,045	0	391,045	0	0
Not Ranked	54.15 - Parks Infrastructure Replacement Program Offer Type: Asset Management-Ongoing	631,600	34,822	196,778	400,000	0
				Park Fees	Conservation Trust	
Not Ranked	56.1 - Operations and Maintenance of City Golf Courses Offer Type: Ongoing	3,932,767	0	0	3,932,767	0
					Golf	
Not Ranked	57.1 - Memorial Parks Offer Type: Ongoing	864,664	0	280,259	584,405	0
					Cemeteries Perpetual Care	
Not Ranked	61.1 - Community Services Administration and Technology Support Offer Type: Ongoing	659,975	0	513,918	146,057	0
					Natural Areas Golf	
31	57.2 - Memorial Parks Equipment Replacement Offer Type: 1-Time Enhancement	110,000	0	0	0	110,000
						Cemeteries
34	43.16 - Edora Pool Ice Center Asset Repair & Replacement Offer Type: 1-Time Enhancement	264,380	0	0	0	264,380
						General Fund Keep Fort Collins Great
35	43.19 - Facility Improvements at The Farm Offer Type: 1-Time Enhancement	0	0	0	0	0
						General Fund

Drilling Platform - Ranked Offers by Outcome

Budget Years: 2023 - 2024

CULTURE AND RECREATION - 2023

Rank	Offer # & Name	Offer Cost	Offer Funding			
		Total	GENERAL FUND Dedicated	Ongoing	OTHER FUNDS	RESERVES
38	56.4 - Golf Infrastructure Replacement Program Offer Type: Asset Management-Enhanced	130,000	0	0	0	130,000 <i>Golf</i>
39	50.7 - ARPA 1.0 FTE Contractual - Cultural Services Community Programs Manager with Program Support Offer Type: 1-Time Enhancement	139,284	0	0	0	139,284 <i>General Fund</i>
42	56.2 - Golf Player Assistant Pay Offer Type: Enhancement	272,515	0	0	272,515 <i>Golf</i>	0
43	60.1 - Recreational Trail Development Offer Type: Capital Project	2,516,404	0	0	1,294,182 <i>Conservation Trust</i>	1,222,222 <i>Conservation Trust</i>
45	54.10 - 1.0 FTE Park Technician for Playground Maintenance Offer Type: Enhancement	65,696	0	62,396	3,300 <i>Equipment</i>	0
46	56.3 - Golf Cart Path Extension, HVAC, and Refrigeration Replacement Offer Type: Asset Management-Enhanced	188,620	0	0	0	188,620 <i>Golf</i>
47	60.2 - Neighborhood Park Development Offer Type: Capital Project	3,798,469	105,878 <i>Development Review</i>	0	1,597,632 <i>Neighborhood Parkland</i>	2,094,959 <i>Neighborhood Parkland</i>
48	60.3 - Community Park Development Offer Type: Capital Project	758,838	0	0	758,838 <i>Capital Expansion</i>	0
49	50.12 - Gardens on Spring Creek Expanded Programs Offer Type: Enhancement	99,145	0	0	99,145 <i>Cultural Services</i>	0
50 up	43.20 - Facility Equipment Replacement - Ongoing Catch Offer Type: Asset Management-Enhanced	0	0	0	0	0 <i>General Fund</i>

Drilling Platform - Ranked Offers by Outcome

Budget Years: 2023 - 2024

CULTURE AND RECREATION - 2023

Rank	Offer # & Name	Offer Cost	Offer Funding			
		Total	GENERAL FUND Dedicated	Ongoing	OTHER FUNDS	RESERVES
51	50.8 - ARPA Cultural Services Access Fund for Low-Income Residents Offer Type: 1-Time Enhancement	150,000	0	0	0	150,000 <i>General Fund</i>
52	43.17 - ARPA Increased Funding for the Reduced Fee Scholarship Program Offer Type: 1-Time Enhancement	100,000	0	0	0	100,000 <i>General Fund</i>
53	57.3 - Memorial Park Infrastructure Replacement and Master Plan Update Offer Type: 1-Time Enhancement	113,000	0	0	0	113,000 <i>Cemeteries</i>
54	50.17 - 0.5 FTE Horticulture Technician - Gardens on Spring Creek Offer Type: Enhancement	39,706	0	0	39,706	0 <i>Cultural Services</i>
55	43.27 - Northside Aztlan Community Center Gymnasium Improvements Offer Type: 1-Time Enhancement	80,000	0	0	0	80,000 <i>Keep Fort Collins Great</i>
58	43.23 - ARPA Childcare Space Modifications at Northside Aztlan Community Center Offer Type: 1-Time Enhancement	721,932	0	0	0	721,932 <i>General Fund</i>
61	54.5 - Infrastructure Replacement Program Enhancement Offer Type: Asset Management-Enhanced	125,000	0	125,000	0	0
Funded Offers		41,858,266	1,157,580	14,615,739	20,299,195	5,785,752
33	43.28 - Customer Database and Registration Software Upgrade Offer Type: Enhancement	80,000	0	0	0	80,000 <i>General Fund Keep Fort Collins Great Recreation</i>

Drilling Platform - Ranked Offers by Outcome

Budget Years: 2023 - 2024

CULTURE AND RECREATION - 2023

Rank	Offer # & Name	Offer Cost	Offer Funding			
		Total	GENERAL FUND Dedicated	Ongoing	OTHER FUNDS	RESERVES
37	50.10 - 1.0 FTE Carnegie Center for Creativity Expanded Programming Offer Type: Enhancement	134,906	0	109,906	25,000	0
					<i>Cultural Services</i>	
41	43.22 - ARPA Bus to Provide Childcare Transportation Offer Type: 1-Time Enhancement	208,000	0	0	0	208,000
						<i>General Fund</i>
56	50.14 - ARPA Support for Diverse Cultural Artists and Organizations Offer Type: 1-Time Enhancement	125,000	0	0	0	125,000
						<i>General Fund</i>
57	50.15 - ARPA Support for Individual Creatives in the Community (Art to Live) Offer Type: 1-Time Enhancement	145,000	0	0	0	145,000
						<i>General Fund</i>
59	61.4 - Community Services Master Plan Offer Type: 1-Time Enhancement	0	0	0	0	0
						<i>General Fund</i>
60	43.26 - 3.0 FTE Classified Building Attendants Offer Type: Enhancement	138,279	0	138,279	0	0
62	54.9 - 3.0 FTE Worker I, Parks for Parks and Trails Offer Type: Enhancement	160,499	0	152,073	8,426	0
					<i>Equipment</i>	
63	54.14 - Parks Accessibility Improvements Offer Type: Asset Management-Enhanced	500,000	0	0	0	500,000
						<i>General Fund</i>
64	50.16 - Museum of Discovery Artifact Housing Furniture Offer Type: 1-Time Enhancement	300,000	0	0	0	300,000
						<i>General Fund Museum</i>
65	54.6 - Rolland Moore Park Infrastructure Replacement Offer Type: Asset Management-Enhanced	0	0	0	0	0
						<i>General Fund</i>

Drilling Platform - Ranked Offers by Outcome

Budget Years: 2023 - 2024

CULTURE AND RECREATION - 2023

Rank	Offer # & Name	Offer Cost Total	Offer Funding			
			GENERAL FUND Dedicated	Ongoing	OTHER FUNDS	RESERVES
66	54.7 - Parks Hard Surface Trails Infrastructure Replacement Offer Type: Asset Management-Enhanced	500,000	0	500,000	0	0
67	61.6 - Community Services Summer Programming & Outreach Offer Type: Enhancement	64,186	0	64,186	0	0
69	54.4 - 2.0 FTE Infrastructure Replacement Program Data Management Offer Type: Enhancement	178,708	0	178,708	0	0
70	61.5 - 1.0 FTE Community Services Deputy Director Offer Type: Enhancement	0	0	0	0	0
71	43.21 - 9.0 FTE - Southeast Community Center Operations and Staffing Offer Type: Enhancement	0	0	0	0	0
					<i>Recreation</i>	<i>Recreation</i>
72	60.4 - Master Planning Existing Parks Offer Type: Enhancement	25,000	0	25,000	0	0
73	60.6 - 9/11 Memorial at Spring Park Offer Type: Capital Project	303,030	0	0	0	303,030
						<i>General Fund</i>
74	61.9 - Community Services Mobile Playground Offer Type: Enhancement	38,949	0	34,149	4,800	0
					<i>Equipment</i>	
75	54.12 - Wallenberg Spur Trail - Pedestrian Bridge Replacement Partnership Offer Type: Asset Management-Enhanced	275,000	0	0	0	275,000
						<i>Conservation Trust</i>
76	61.7 - 1.0 FTE Community Services Communication and Marketing Offer Type: Enhancement	214,924	0	214,924	0	0

Drilling Platform - Ranked Offers by Outcome

Budget Years: 2023 - 2024

CULTURE AND RECREATION - 2023

Rank	Offer # & Name	Offer Cost	Offer Funding			
		Total	GENERAL FUND Dedicated	Ongoing	OTHER FUNDS	RESERVES
77	54.8 - Parks Landscape Conversion and Irrigation Infrastructure Replacement Offer Type: Asset Management-Enhanced	65,000	0	0	0	65,000 <i>General Fund</i>
78	54.13 - Fossil Creek Synthetic Turf Field Conversion Offer Type: 1-Time Enhancement	420,000	0	0	0	420,000 <i>General Fund</i>
79	60.5 - Build Community Garden in Traverse Park Offer Type: Capital Project	140,000	0	0	0	140,000 <i>Neighborhood Parkland</i>
80	54.11 - Portable Stage Replacement Offer Type: 1-Time Enhancement	250,000	0	0	0	250,000 <i>General Fund</i>
81	61.8 - Mural at Edora Pool Ice Center (EPIC) Offer Type: 1-Time Enhancement	100,000	0	0	0	100,000 <i>General Fund</i>
82	60.8 - City Park Train and Tennis & Pickleball Court Improvements Offer Type: Capital Project	0	0	0	0	0 <i>General Fund</i>
Unfunded Offers		4,366,481	0	1,417,225	38,226	2,911,030
Total Offers		46,224,747	1,157,580	16,032,964	20,337,421	8,696,782

Drilling Platform - Ranked Offers by Outcome

Budget Years: 2023 - 2024

CULTURE AND RECREATION - 2024

Rank	Offer # & Name	Offer Cost Total	Offer Funding			
			GENERAL FUND Dedicated	Ongoing	OTHER FUNDS	RESERVES
Not Ranked	5.1 - Utilities: Art in Public Places Offer Type: Ongoing	221,070	0	0	221,070 <i>Light & Power Water Wastewater Stormwater</i>	0
Not Ranked	43.1 - Edora Pool Ice Center (EPIC) Offer Type: Ongoing	1,898,051	0	0	1,894,051 <i>Recreation</i>	4,000 <i>Recreation</i>
Not Ranked	43.2 - Mulberry Pool Offer Type: Ongoing	357,670	0	357,670	0	0
Not Ranked	43.3 - City Park Pool Offer Type: Ongoing	136,221	0	0	136,221 <i>Recreation</i>	0
Not Ranked	43.4 - Senior Center Pool Offer Type: Ongoing	174,037	0	174,037	0	0
Not Ranked	43.5 - Fort Collins Senior Center and Club Tico Facility Offer Type: Ongoing	1,262,807	0	204,389	1,043,418 <i>Recreation</i>	15,000 <i>Recreation</i>
Not Ranked	43.6 - Pottery Studio Offer Type: Ongoing	112,738	0	0	112,738 <i>Recreation</i>	0
Not Ranked	43.7 - Adaptive Recreation Opportunities (ARO) Offer Type: Ongoing	349,523	0	338,539	0	10,984 <i>Recreation</i>
Not Ranked	43.8 - Foothills Activity Center and Sports Offer Type: Ongoing	1,577,735	0	0	1,549,735 <i>Recreation</i>	28,000 <i>Recreation</i>
Not Ranked	43.9 - Northside Aztlan Community Center Offer Type: Ongoing	1,558,343	0	930,488	617,455 <i>Recreation</i>	10,400 <i>Recreation</i>
Not Ranked	43.10 - The Farm at Lee Martinez Park Offer Type: Ongoing	426,154	0	0	406,154 <i>Recreation</i>	20,000 <i>Recreation</i>

Drilling Platform - Ranked Offers by Outcome

Budget Years: 2023 - 2024

CULTURE AND RECREATION - 2024

Rank	Offer # & Name	Offer Cost Total	Offer Funding			
			GENERAL FUND Dedicated	Ongoing	OTHER FUNDS	RESERVES
Not Ranked	43.11 - Recreation Administration Offer Type: Ongoing	1,136,648	0	239,456	881,509 <i>Recreation</i>	15,683 <i>Recreation</i>
Not Ranked	43.12 - Community Relations and Marketing Services Offer Type: Ongoing	132,337	0	0	132,337 <i>Recreation</i>	0
Not Ranked	43.14 - Community Events Offer Type: Ongoing	22,659	0	20,209	2,450 <i>Recreation</i>	0 <i>Recreation</i>
Not Ranked	43.15 - Recreation Facility and Equipment Offer Type: Asset Management-Ongoing	195,704	0	195,704	0	0
Not Ranked	50.1 - Gardens on Spring Creek Offer Type: Ongoing	2,661,415	0	1,058,575	1,434,840 <i>Cultural Services</i>	168,000 <i>Cultural Services</i>
Not Ranked	50.2 - Lincoln Center & Cultural Services Administration Offer Type: Ongoing	4,284,022	0	1,287,275	2,996,747 <i>Cultural Services</i>	0
Not Ranked	50.3 - Museum of Discovery Offer Type: Ongoing	1,190,246	0	1,138,978	51,268 <i>Museum</i>	0
Not Ranked	50.4 - Art in Public Places Administration Offer Type: Ongoing	234,451	0	0	33,897 <i>Cultural Services</i>	200,554 <i>Cultural Services</i>
Not Ranked	50.5 - Art in Public Places Artwork Offer Type: Ongoing	73,984	0	0	73,984 <i>Cultural Services</i>	0
Not Ranked	50.6 - Fort Fund Offer Type: Ongoing	600,000	600,000	0	0	0
			<i>Lodging Taxes</i>			
Not Ranked	50.9 - Carnegie Center for Creativity Offer Type: Ongoing	62,125	0	37,125	25,000 <i>Cultural Services</i>	0

Drilling Platform - Ranked Offers by Outcome

Budget Years: 2023 - 2024

CULTURE AND RECREATION - 2024

Rank	Offer # & Name	Offer Cost Total	Offer Funding			
			GENERAL FUND Dedicated	Ongoing	OTHER FUNDS	RESERVES
Not Ranked	54.1 - Community Parks and Facility Grounds Maintenance Offer Type: Ongoing	4,668,314	356,880	4,311,434	0	0
			Park Fees Prior KFCG 0.25% for Other Comm & Trans - Ongoing Revenue		General Fund	
Not Ranked	54.2 - Neighborhood Parks Maintenance Offer Type: Ongoing	3,291,793	90,000	3,201,793	0	0
			Park Fees			
Not Ranked	54.3 - Hard-Surface Trails Maintenance Offer Type: Ongoing	403,965	0	403,965	0	0
Not Ranked	54.15 - Parks Infrastructure Replacement Program Offer Type: Asset Management-Ongoing	631,600	34,822	196,778	400,000	0
			Park Fees		Conservation Trust	
Not Ranked	56.1 - Operations and Maintenance of City Golf Courses Offer Type: Ongoing	4,142,876	0	0	4,142,876	0
					Golf	
Not Ranked	57.1 - Memorial Parks Offer Type: Ongoing	898,323	0	307,911	590,412	0
					Cemeteries Perpetual Care	
Not Ranked	61.1 - Community Services Administration and Technology Support Offer Type: Ongoing	689,125	0	545,029	144,096	0
					Natural Areas Golf	
31	57.2 - Memorial Parks Equipment Replacement Offer Type: 1-Time Enhancement	0	0	0	0	0
					Cemeteries	
34	43.16 - Edora Pool Ice Center Asset Repair & Replacement Offer Type: 1-Time Enhancement	0	0	0	0	0
					General Fund Keep Fort Collins Great	
35	43.19 - Facility Improvements at The Farm Offer Type: 1-Time Enhancement	120,000	0	0	0	120,000
					General Fund	

Drilling Platform - Ranked Offers by Outcome

Budget Years: 2023 - 2024

CULTURE AND RECREATION - 2024

Rank	Offer # & Name	Offer Cost	Offer Funding			
		Total	GENERAL FUND Dedicated	Ongoing	OTHER FUNDS	RESERVES
38	56.4 - Golf Infrastructure Replacement Program Offer Type: Asset Management-Enhanced	0	0	0	0	0 <i>Golf</i>
39	50.7 - ARPA 1.0 FTE Contractual - Cultural Services Community Programs Manager with Program Support Offer Type: 1-Time Enhancement	159,535	0	0	0	159,535 <i>General Fund</i>
42	56.2 - Golf Player Assistant Pay Offer Type: Enhancement	279,327	0	0	279,327 <i>Golf</i>	0
43	60.1 - Recreational Trail Development Offer Type: Capital Project	800,763	0	0	800,763 <i>Conservation Trust</i>	0 <i>Conservation Trust</i>
45	54.10 - 1.0 FTE Park Technician for Playground Maintenance Offer Type: Enhancement	84,236	0	80,936	3,300 <i>Equipment</i>	0
46	56.3 - Golf Cart Path Extension, HVAC, and Refrigeration Replacement Offer Type: Asset Management-Enhanced	0	0	0	0	0 <i>Golf</i>
47	60.2 - Neighborhood Park Development Offer Type: Capital Project	3,832,614	110,690 <i>Development Review</i>	0	1,635,302 <i>Neighborhood Parkland</i>	2,086,622 <i>Neighborhood Parkland</i>
48	60.3 - Community Park Development Offer Type: Capital Project	113,773	0	0	113,773 <i>Capital Expansion</i>	0
49	50.12 - Gardens on Spring Creek Expanded Programs Offer Type: Enhancement	165,632	0	0	165,632 <i>Cultural Services</i>	0
50 up	43.20 - Facility Equipment Replacement - Ongoing Catch Offer Type: Asset Management-Enhanced	113,249	0	0	0	113,249 <i>General Fund</i>

Drilling Platform - Ranked Offers by Outcome

Budget Years: 2023 - 2024

CULTURE AND RECREATION - 2024

Rank	Offer # & Name	Offer Cost	Offer Funding			
		Total	GENERAL FUND Dedicated	Ongoing	OTHER FUNDS	RESERVES
51	50.8 - ARPA Cultural Services Access Fund for Low-Income Residents Offer Type: 1-Time Enhancement	150,000	0	0	0	150,000 <i>General Fund</i>
52	43.17 - ARPA Increased Funding for the Reduced Fee Scholarship Program Offer Type: 1-Time Enhancement	100,000	0	0	0	100,000 <i>General Fund</i>
53	57.3 - Memorial Park Infrastructure Replacement and Master Plan Update Offer Type: 1-Time Enhancement	0	0	0	0	0 <i>Cemeteries</i>
54	50.17 - 0.5 FTE Horticulture Technician - Gardens on Spring Creek Offer Type: Enhancement	40,592	0	0	40,592	0 <i>Cultural Services</i>
55	43.27 - Northside Aztlan Community Center Gymnasium Improvements Offer Type: 1-Time Enhancement	0	0	0	0	0 <i>Keep Fort Collins Great</i>
58	43.23 - ARPA Childcare Space Modifications at Northside Aztlan Community Center Offer Type: 1-Time Enhancement	0	0	0	0	0 <i>General Fund</i>
61	54.5 - Infrastructure Replacement Program Enhancement Offer Type: Asset Management-Enhanced	125,000	0	125,000	0	0
Funded Offers		39,478,657	1,192,392	15,155,291	19,928,947	3,202,027
33	43.28 - Customer Database and Registration Software Upgrade Offer Type: Enhancement	80,000	0	0	0	80,000 <i>General Fund Keep Fort Collins Great Recreation</i>

Drilling Platform - Ranked Offers by Outcome

Budget Years: 2023 - 2024

CULTURE AND RECREATION - 2024

Rank	Offer # & Name	Offer Cost	Offer Funding			
		Total	GENERAL FUND Dedicated	Ongoing	OTHER FUNDS	RESERVES
37	50.10 - 1.0 FTE Carnegie Center for Creativity Expanded Programming Offer Type: Enhancement	202,812	0	152,812	50,000	0
					<i>Cultural Services</i>	
41	43.22 - ARPA Bus to Provide Childcare Transportation Offer Type: 1-Time Enhancement	0	0	0	0	0
						<i>General Fund</i>
56	50.14 - ARPA Support for Diverse Cultural Artists and Organizations Offer Type: 1-Time Enhancement	125,000	0	0	0	125,000
						<i>General Fund</i>
57	50.15 - ARPA Support for Individual Creatives in the Community (Art to Live) Offer Type: 1-Time Enhancement	145,000	0	0	0	145,000
						<i>General Fund</i>
59	61.4 - Community Services Master Plan Offer Type: 1-Time Enhancement	150,000	0	0	0	150,000
						<i>General Fund</i>
60	43.26 - 3.0 FTE Classified Building Attendants Offer Type: Enhancement	192,993	0	192,993	0	0
62	54.9 - 3.0 FTE Worker I, Parks for Parks and Trails Offer Type: Enhancement	211,163	0	202,737	8,426	0
					<i>Equipment</i>	
63	54.14 - Parks Accessibility Improvements Offer Type: Asset Management-Enhanced	500,000	0	0	0	500,000
						<i>General Fund</i>
64	50.16 - Museum of Discovery Artifact Housing Furniture Offer Type: 1-Time Enhancement	0	0	0	0	0
						<i>General Fund Museum</i>
65	54.6 - Rolland Moore Park Infrastructure Replacement Offer Type: Asset Management-Enhanced	2,878,500	0	0	0	2,878,500
						<i>General Fund</i>

Drilling Platform - Ranked Offers by Outcome

Budget Years: 2023 - 2024

CULTURE AND RECREATION - 2024

Rank	Offer # & Name	Offer Cost Total	Offer Funding			
			GENERAL FUND Dedicated	Ongoing	OTHER FUNDS	RESERVES
66	54.7 - Parks Hard Surface Trails Infrastructure Replacement Offer Type: Asset Management-Enhanced	500,000	0	500,000	0	0
67	61.6 - Community Services Summer Programming & Outreach Offer Type: Enhancement	40,186	0	40,186	0	0
69	54.4 - 2.0 FTE Infrastructure Replacement Program Data Management Offer Type: Enhancement	218,194	0	218,194	0	0
70	61.5 - 1.0 FTE Community Services Deputy Director Offer Type: Enhancement	197,090	0	197,090	0	0
71	43.21 - 9.0 FTE - Southeast Community Center Operations and Staffing Offer Type: Enhancement	750,952	0	457,304	230,000 <i>Recreation</i>	63,648 <i>Recreation</i>
72	60.4 - Master Planning Existing Parks Offer Type: Enhancement	25,000	0	25,000	0	0
73	60.6 - 9/11 Memorial at Spring Park Offer Type: Capital Project	0	0	0	0	0 <i>General Fund</i>
74	61.9 - Community Services Mobile Playground Offer Type: Enhancement	31,449	0	26,649	4,800 <i>Equipment</i>	0
75	54.12 - Wallenberg Spur Trail - Pedestrian Bridge Replacement Partnership Offer Type: Asset Management-Enhanced	0	0	0	0	0 <i>Conservation Trust</i>
76	61.7 - 1.0 FTE Community Services Communication and Marketing Offer Type: Enhancement	95,068	0	95,068	0	0

Drilling Platform - Ranked Offers by Outcome

Budget Years: 2023 - 2024

CULTURE AND RECREATION - 2024

Rank	Offer # & Name	Offer Cost	Offer Funding			
		Total	GENERAL FUND Dedicated	Ongoing	OTHER FUNDS	RESERVES
77	54.8 - Parks Landscape Conversion and Irrigation Infrastructure Replacement Offer Type: Asset Management-Enhanced	645,000	0	0	0	645,000 <i>General Fund</i>
78	54.13 - Fossil Creek Synthetic Turf Field Conversion Offer Type: 1-Time Enhancement	4,200,000	0	0	0	4,200,000 <i>General Fund</i>
79	60.5 - Build Community Garden in Traverse Park Offer Type: Capital Project	0	0	0	0	0 <i>Neighborhood Parkland</i>
80	54.11 - Portable Stage Replacement Offer Type: 1-Time Enhancement	0	0	0	0	0 <i>General Fund</i>
81	61.8 - Mural at Edora Pool Ice Center (EPIC) Offer Type: 1-Time Enhancement	0	0	0	0	0 <i>General Fund</i>
82	60.8 - City Park Train and Tennis & Pickleball Court Improvements Offer Type: Capital Project	5,100,000	0	0	0	5,100,000 <i>General Fund</i>
Unfunded Offers		16,288,407	0	2,108,033	293,226	13,887,148
Total Offers		55,767,064	1,192,392	17,263,324	20,222,173	17,089,175

CULTURE AND RECREATION

5.1 Utilities: Art in Public Places - Offer Type: Ongoing - Funded

2023 - \$221,070

2024 - \$221,070

Funding this offer will comply with City Code, allocating 1% of applicable Utilities capital construction budgets for Art in Public Places (APP).

The APP Transformer Cabinet Mural project is an example of one collaborative effort aimed at graffiti abatement that brings art into the community. The murals not only discourage graffiti and save operation costs required to remove graffiti, but also aim to improve the built environment by adding visible and ubiquitous art to the community. APP projects may also be tied to and represent specific capital projects.

Collaboration between Utilities and Art in Public Places leverages resources, transforms equipment, and expands educational outreach into the community.

This Offer supports the following Strategic Objectives:

- CR 2.3 - Expand opportunities to engage in arts and cultural programming throughout the community.

43.1 Edora Pool Ice Center (EPIC) - Offer Type: Ongoing - Funded

2023 - \$1,849,867

2024 - \$1,898,051

This offer funds the Edora Pool Ice Center (EPIC), including programming, staffing and ongoing operational needs.

Home to over 600 swim and ice programs, as well as drop in classes, open swim and free skate opportunities, EPIC serves as an active hub for those interested in year round aquatic and ice activities. EPIC becomes an economic driver for local hotels and restaurants when hosting state and national competitions in ice and aquatics. In 2021, more than 270,000 visitors came through EPIC's doors. Funding this offer addresses the complex operational needs of the facility, supports vital staffing, and allows valuable programming to continue.

EPIC hosts classes for participants of all ages and abilities, partners with many community organizations to increase participation, and positively influences the overall health and well being of Fort Collins residents. Key programs including Youth and Adult Learn to Swim, Learn to Skate, Certified Lifeguard Training, Aqua and Ice Fitness, and Hockey and Figure Skating programs will be funded by this offer, enabling participants to swim or play in a safe and supportive environment. Programs offered through EPIC are continually evaluated to ensure they are addressing the recreational wants and needs of the community in a sustainable manner.

Staff that are Certified Therapeutic Specialists have worked with the City Americans with Disabilities Act (ADA) team to ensure that the facility and programs meet and plan for ADA accommodations. EPIC offers gender neutral/family changing rooms. Staff are working with community partners to offer Learn to Swim programming in Spanish. Recreation staff are also working with community partners to offer LGBTQIAA+ specific swim time.

This Offer supports the following Strategic Objectives:

- CR 2.1 - Provide diverse, inclusive and accessible recreation and cultural programs that drive attendance and cost recovery.
- CR 2.5 - Ensure safety and access to and within in City parks, natural areas, paved trails, and cultural and recreation facilities for visitors and employees

CULTURE AND RECREATION

43.2 Mulberry Pool - Offer Type: Ongoing - Funded

2023 - \$346,836

2024 - \$357,670

This offer funds programming, staffing and ongoing operational needs at Mulberry Pool.

As Fort Collins' only dedicated indoor aquatics facility, Mulberry Pool features year round lap swimming; aqua fitness classes; a child friendly, interactive play area; and classroom space for additional programming.

With pool space availability at a premium in Fort Collins, Mulberry Pool hosted more than 51,900 visitors in 2021 for classes, drop-in use and event rentals, and served as a practice facility for Poudre School District and Vortex swim teams. The rental numbers in 2021 were 32% below 2019 numbers due to the ongoing pandemic and reduced facility hours. Funding this offer enables continuation of valuable programs, including Learn to Swim, Lifeguard Certification, and Aqua Fitness classes that promote health, safety and a lifelong love of swimming for participants. Programs offered at Mulberry Pool are continually evaluated to ensure they are sustainably addressing the recreational desires of the community, as well as meeting those needs in the most cost effective manner possible.

Staff that are Certified Therapeutic Specialists have worked with the City Americans with Disabilities Act (ADA) team to ensure that the facility and programs meet and plan for ADA accommodations. Mulberry Pool has an accessible lift for individuals who need assistance entering and exiting the pools.

Mulberry Pool offers a gender neutral/family changing room. In 2021 staff worked with Splash Fort Collins, an LGBTQIAA+ advocacy group, to offer a weekly swimming time specifically designed for the transgender community to encourage participation in aquatic facilities. All Recreation staff participated in a Transgender Customer Service Training created by the Pride Resource Group. In 2021 the Recreation Department provided 392 youth with scholarships in Learn to Swim classes at Mulberry Pool.

This Offer supports the following Strategic Objectives:

- CR 2.1 - Provide diverse, inclusive and accessible recreation and cultural programs that drive attendance and cost recovery.

43.3 City Park Pool - Offer Type: Ongoing - Funded

2023 - \$132,657

2024 - \$136,221

This offer funds programming, staffing and ongoing operational needs at City Park Pool, Fort Collins' only outdoor public pool.

With use limited to the summer swimming season, City Park Pool is a community favorite with more than 57,000 recorded visits in 2021. Key features at City Park Pool include an aquatic play structure, lazy river, open swim areas and two water slides.

This offer funds vital maintenance and staffing needs for City Park Pool to ensure guests' experience is safe and high quality every time. City Park Pool offers the community access to a water park environment without having to leave Fort Collins city limits. Recreation staff continually evaluate the facility offerings and use patterns to ensure maximum safety and value for guests each season.

Staff that are Certified Therapeutic Specialists have worked with the City Americans with Disabilities Act (ADA) team to ensure that the facility and programs meet and plan for ADA accommodations. City Park Pool offers a gender neutral/family changing room. City Park Pool has an accessible lift for individuals who need assistance entering and exiting the pools.

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This Offer supports the following Strategic Objectives:

- CR 2.1 - Provide diverse, inclusive and accessible recreation and cultural programs that drive attendance and cost recovery.

43.4 Senior Center Pool - Offer Type: Ongoing - Funded

2023 - \$169,019

2024 - \$174,037

This offer will fund ongoing Recreation programs, operation and staffing at the pool located in the Fort Collins Senior Center.

This offer funds a variety of programs that help residents from all socioeconomic, ethnic, and other backgrounds lead enriched and healthy lives through aquatic based programs. This offer funds aquatic programs and facilities for the active adult population in Fort Collins.

Funding this offer will provide Recreation programs that influence the community's health and wellness, including Adult Learn to Swim Programs, Aqua Fitness Classes, and open lap swimming for the public.

Staff that are Certified Therapeutic Specialists have worked with the City Americans with Disabilities Act (ADA) team to ensure that the facility and programs meet and plan for ADA accommodations. The Senior Center Pool has an accessible lift for individuals who need assistance entering and exiting the pool.

The Senior Center Pool has a gender neutral/accessible changing room. In 2019, 108 individuals were provided reduced-fee scholarships to participate in swim lessons and aqua fitness programs. The pool was closed from January through October 2021, so more recent data is unavailable.

This Offer supports the following Strategic Objectives:

- CR 2.1 - Provide diverse, inclusive and accessible recreation and cultural programs that drive attendance and cost recovery.
- CR 2.5 - Ensure safety and access to and within in City parks, natural areas, paved trails, and cultural and recreation facilities for visitors and employees

43.5 Fort Collins Senior Center and Club Tico Facility - Offer Type: Ongoing - Funded

2023 - \$1,219,695

2024 - \$1,262,807

This offer funds the programs, operations and staff needed to provide recreation opportunities at the Fort Collins Senior Center and nearby Club Tico.

Serving as a gym, dance studio, cultural center and favorite gathering place, the Fort Collins Senior Center plays an integral role in the lives of active adults in our community. Together, Club Tico and the Senior Center offer a diverse menu of programming throughout the year. Seeing more than 145,000 participants in 2021, program offerings cater to the adult population, including options such as social and educational opportunities, art and creativity, wellness, Zumba, karate, and swing dancing. The Senior Center is a favorite spot for drop in fitness, an indoor track, and pickleball. Club Tico is primarily a rental facility, offering an affordable option for local weddings, parties and events.

Programs and schedules are continually evaluated to ensure they are sustainably addressing the recreational desires of the community, as well as meeting those needs in the most cost effective manner possible.

The Senior Center offers customer assistance in multiple languages for patrons in need of the service. A variety of memberships, including social and reduced-fee, are

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offered for use of the facility and respective programming. The Senior Center and Club Tico offer affordable and customizable rentable spaces that are used by many diverse clients, including a variety of religious groups, community organizations, wellness providers, and vaccine clinics. Targeted marketing focuses on the Hispanic and Latinx community.

Gender neutral and accessible change rooms are available in the facility. The facility is accessible by ADA standards.

This Offer supports the following Strategic Objectives:

- CR 2.1 - Provide diverse, inclusive and accessible recreation and cultural programs that drive attendance and cost recovery.
- CR 2.3 - Expand opportunities to engage in arts and cultural programming throughout the community.

43.6 Pottery Studio - Offer Type: Ongoing - Funded

2023 - \$109,605

2024 - \$112,738

This offer funds the programming, staffing and operational needs at the Pottery Studio.

A unique space in the Recreation family, the Pottery Studio is a fully functioning art facility, offering participants of all ages a place to play and create. Recently upgraded the Pottery Studio hosts classes and drop in use times for students to practice or work on their own creations. In addition to programmed classes, the Pottery Studio is available for private instruction, party rentals, and parent and child together classes.

In 2021, more than 8,600 people participated in pottery programs, including over 160 enrollments by income qualified residents for reduced fees. Programs and schedules are continually evaluated to ensure they are sustainably addressing the recreational desires of the community, as well as meeting those needs in the most cost effective manner possible.

Recreation has the most affordable pottery program in Fort Collins, and with reduced-fee opportunities is even more affordable. Pottery immersion programming has started for youth in City childcare programming at the Northside Aztlan Community Center, of which 40% of the participants qualify for the Reduced Fee Program. Pottery programming offers traditional pottery techniques from cultures around the world including Raku, which was created in Japan. The history of each type of pottery is taught in classes.

Adaptive pottery wheel and staff trained on this accommodation is offered at the studio. Through ARO support, inclusion aides or translation services for classes are available. The studio has two all-gender restrooms with the bathroom on the first floor being accessible.

This Offer supports the following Strategic Objectives:

- CR 2.1 - Provide diverse, inclusive and accessible recreation and cultural programs that drive attendance and cost recovery.
- CR 2.3 - Expand opportunities to engage in arts and cultural programming throughout the community.

43.7 Adaptive Recreation Opportunities (ARO) - Offer Type: Ongoing - Funded

2023 - \$334,800

2024 - \$349,523

Funding this offer provides equitable and inclusive recreation programs and crucial services for individuals with physical and intellectual disabilities.

This offer helps the City of Fort Collins meet federal Americans With Disabilities Act (ADA) compliance standards, and funds the staffing, operations and programs managed by Adaptive Recreation Opportunities (ARO). ARO provides nearly 8,000 hours of inclusion support each year that enables participants of all abilities to enjoy

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physical and social activities. This program team offers active, supportive and fun experiences through three main service areas: Inclusion Support, Specialized Adaptive Programs, and Transition Support.

Programs supported through ARO are held at a number of facilities across Fort Collins and online enabling participants of all ages and abilities to live engaged and active lifestyles. ARO provides specialized programming for all in the community, such as Paralympic and unified sports, arts and crafts, aquatics, early learning, educational and social, and outdoor classes.

The Recreation Department continually evaluates the needs of the community and works to adjust programming to best offer support. ARO fills a unique space in the Recreation Department, bridging the gap for many individuals who may not be able to participate on their own.

This Offer supports the following Strategic Objectives:

- CR 2.1 - Provide diverse, inclusive and accessible recreation and cultural programs that drive attendance and cost recovery.
- CR 2.5 - Ensure safety and access to and within in City parks, natural areas, paved trails, and cultural and recreation facilities for visitors and employees

43.8 Foothills Activity Center and Sports - Offer Type: Ongoing - Funded

2023 - \$1,504,782

2024 - \$1,577,735

This offer funds operations and programming at Foothills Activity Center (FAC) and Recreation's sports programs.

Quality educational programs, recreational activities and sports for all participants in a public, community recreation setting are the mainstays of the facility. The primary focus of this facility is providing a unique recreation setting with a basketball court, one preschool room, one fitness room, one multi-use room, one dance/gymnastics room, and a weight room. In 2021, the FAC's annual operation included over 34,000 drop ins, and over 900 class/athletic practice offerings in addition to special events. Also in 2021, FAC became a second state licensed childcare site within Recreation facilities in order to accommodate the growing Camp FunQuest program. Popular activities at FAC include sports, fitness, dance, gymnastics, preschool classes, day camps and rentals. FAC offers over 900 programs per year including 260 fitness classes.

The sports program housed in FAC provides recreational athletic opportunities to the community including adult basketball, volleyball, flag football, softball and tennis programs. Sports programs provide opportunities throughout the Poudre School District boundaries. Youth Sports programming includes youth basketball, football, wrestling, volleyball, softball, cross country, track, day camps and tennis programs. Using community parks and elementary/middle schools for practices ensures all youth can play regardless of where they live.

Overall, sports serve nearly 20,000 participants each year. Everyone in the community is welcome to participate and gain skills in teamwork, sportsmanship, education, and skill development. In 2022, the sports program team worked to ensure that the rules and opportunities were rewritten to be more inclusive of people of all gender identities who wish to participate.

This Offer supports the following Strategic Objectives:

- CR 2.1 - Provide diverse, inclusive and accessible recreation and cultural programs that drive attendance and cost recovery.

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43.9 Northside Aztlan Community Center - Offer Type: Ongoing - Funded

2023 - \$1,501,586

2024 - \$1,558,343

This offer funds management, operations and programming at the Northside Aztlan Community Center (NACC).

Quality educational programs, recreational activities and sports for all participants in a public community recreation setting are the mainstays of the facility. The primary focus of this facility is providing a unique recreation setting boasting 3 basketball courts, 4 preschool rooms, 2 fitness rooms, 3 multi-use rooms, 2 gender-neutral changing rooms and a weight room. In 2019 the NACC's year round operation included over 101,000 drop-ins, and over 1,000 class offerings in addition to special events. In 2020 the NACC became the first City run facility to host a licensed summer camp program, Camp FunQuest, with the ability to host 164 children weekly and became a licensed preschool for the fall of 2020. Popular activities include sports, fitness, dance, preschool classes, day camps, rentals and quinceaneras. The department brings excitement through community special events. The NACC is also the host site for large community events, including Comic Con and Project Homeless.

With the unique three gym set-up, the NACC has been the perfect facility to host youth basketball for 2,600 youth annually, plus adult basketball, volleyball, wheelchair rugby and many other sports. The NACC provides over 1,000 programs per year including 500 fitness classes with close to 25% of users qualifying for SilverSneakers and an additional 40% of all participants qualifying for the reduced-fee program. NACC staff works with community partners such as LaFamilia to provide programs for the Spanish-speaking population as well as a program focused on Hispanic Seniors called Los Ancianos.

This Offer supports the following Strategic Objectives:

- CR 2.1 - Provide diverse, inclusive and accessible recreation and cultural programs that drive attendance and cost recovery.
- NLSH 1.3 - Increase resident participation in income-qualified services and improve accessibility to City and community programs for low- and moderate-income households.

43.10 The Farm at Lee Martinez Park - Offer Type: Ongoing - Funded

2023 - \$410,390

2024 - \$426,154

This offer funds operational and programming support for The Farm at Lee Martinez Park.

Quality educational and recreational experiences for visitors and activity participants in an urban farm setting are the hallmarks of this public facility. The primary focus of The Farm is to educate participants about farm life and farm animals, expose them to agricultural history of the local area, and offer enriching experiences as they learn. Popular activities include pony rides, hayrides, rentals, farm classes, day camps and birthday parties. Treatsylvania has been an annual Halloween event since 1990, drawing trick or treaters from throughout the Front Range. The Farm's year round operation includes over 40,000 visitors and participants in class offerings, in addition to special events. There are four main buildings on site, including Larimer County's only known historic Proving Up House, along with numerous outbuildings and sheds. A portion of The Farm is dedicated to the history of farming through displays at Heritage Museum, supported by the Rotary Club.

In 2021 Recreation offered \$12,000 in scholarships for youth in the community to participate in activities at The Farm. These scholarships provide opportunities for all, including accommodations for those who register for programs through Adaptive Recreation Opportunities and those with a demonstrated financial need.

The Farm is one of the only urban places that allows the community to connect to the agricultural history of the region and includes interactions with horses, cows, goats pigs, sheep, chickens, ducks, turkeys and the resident cat. Farm families and "city folk" alike continue to enjoy the sights, sounds, smells and tranquil setting of this unique public facility. The thrill of milking a cow, riding a pony for the first time, gathering eggs, and maybe even being witness to the birth of a lamb make an experience

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at The Farm forever memorable.

This Offer supports the following Strategic Objectives:

- CR 2.1 - Provide diverse, inclusive and accessible recreation and cultural programs that drive attendance and cost recovery.
- CR 2.5 - Ensure safety and access to and within in City parks, natural areas, paved trails, and cultural and recreation facilities for visitors and employees

43.11 Recreation Administration - Offer Type: Ongoing - Funded

2023 - \$1,092,989

2024 - \$1,136,648

This offer funds the Recreation Department's administrative, financial, customer service, community relations, communications and marketing services.

This offer ensures best practices in the profession; consistent procedures guiding diversity, equity and inclusion in serving the public; and innovation for the future and adherence to standards set by the Commission for Accreditation of Park and Recreation Agencies (CAPRA). This team creates the backbone for Recreation operations, providing expertise, support and accountability for areas including financial planning and record-keeping, customer service, communications and marketing, public engagement, sponsorship management, event planning and technical support. Funding this offer ensures adequate staffing and resources to keep valuable Recreation programs running efficiently and safely, with proper people in place to manage current operations while strategically planning for the future. Through key services provided in the administration, financial, communications and customer service teams, Recreation performs at a high level, providing facilities, programs and events to enrich all lives in the Fort Collins community and create healthy outcomes. This team looks holistically at the department and works to remove barriers for equitable opportunity for participation. This offer provides public outreach and engagement, services, and programs to traditionally underrepresented populations and supports the implementation of the Recreation reduced-fee program, which provides a reduction of program fees for over 90% of Recreation program offerings.

This Offer supports the following Strategic Objectives:

- CR 2.1 - Provide diverse, inclusive and accessible recreation and cultural programs that drive attendance and cost recovery.

43.12 Community Relations and Marketing Services - Offer Type: Ongoing - Funded

2023 - \$129,742

2024 - \$132,337

This offer funds the ongoing communication and marketing support of the Recreation Department. As Recreation relies heavily on program participation and revenue, the timely, accurate and multi layered distribution of information is essential to successful operations. Additionally, the need for flexibility in the toolbox of communications tactics is essential to reach diverse audiences with accurate, understandable and relevant information.

Tactics used by the Community Relations and Marketing (CRM) team include the publication, "Recreator," the source most recognized and resourced by the community to engage in recreation activities, as well as website, social media, print materials, digital ads and more. The CRM team also manages events, sponsorships, emergency notifications and public engagement efforts for Recreation, Parks, and Park Planning & Development with a focus on providing accessible and equitable information to the community through translations, multi media formats, etc.

Recent survey results show more than 60% of community members receive their information regarding programming through the Recreator, Recreation's in house program catalog, which is produced by the Community Relations and Marketing (CRM) team and is supported by advertising revenue. In addition to the production of the Recreator, the CRM team uses myriad methods to communicate and engage with the public, to garner participation in not only Recreation programs, but other Community Services amenities as well. The CRM team continually analyzes program participant data, social media and web analytics, along with anecdotal feedback to

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tailor communication methods to best reach diverse audiences throughout Fort Collins.

This Offer supports the following Strategic Objectives:

- CR 2.1 - Provide diverse, inclusive and accessible recreation and cultural programs that drive attendance and cost recovery.

43.14 Community Events - Offer Type: Ongoing - Funded

2023 - \$22,230

2024 - \$22,659

This offer funds the planning, production and staffing of community wide events such as Kids in the Park, Dogs Day Out, and the 4th of July Parade.

These events are enjoyed by residents of all ages and abilities in the community, and often serve as family friendly activities. Kids in the Park, formerly known as Kites in the Park, is an annual event that is inclusive to all in the community. This free and inclusive event typically draws between 3,000-5,000 participants who enjoy the fun, games, food and entertainment throughout the day.

The 4th of July Parade and other 4th of July activities are well loved and well attended. Over the last 10 years, it has seen continued growth, with attendance now averaging more than 5,000 people each year. The parade has also been a successful way to highlight Recreation's partnerships with local businesses and organizations within Fort Collins who support and participate in the parade.

The parade was cancelled in both 2020 and 2021 due to the pandemic and following the guidance from federal, state and local health authorities.

This Offer supports the following Strategic Objectives:

- CR 2.3 - Expand opportunities to engage in arts and cultural programming throughout the community.

43.15 Recreation Facility and Equipment - Offer Type: Asset Management-Ongoing - Funded

2023 - \$189,500

2024 - \$195,704

Funding this offer will support ongoing repair and maintenance of ten facilities in addition to some equipment replacement that supports programs and amenities available to the public. These necessary costs maintain the visual appeal of public facilities, safety and usability to the community.

Public facilities experience significant wear and tear through normal use. Visitation to all Recreation facilities averages 1.3 million visitors annually (pre pandemic). Maintenance, repair and replacement of City assets enhances the public's use of these facilities and demonstrates good stewardship.

Equipment and vehicles within Recreation are primarily used to support programs and operations. Vehicles require regular maintenance, and well maintained equipment helps generate revenue to support operations. The industry lifespan for fitness equipment is seven years before requiring complete replacement. Senior Center, Northside Aztlan Community Center, and Foothills Activity Center all have equipment past this lifespan. This increases maintenance costs and/or decreases the level of service/equipment available because of non functioning units. A priority in 2023 will be to replace the most heavily worn fitness equipment through Offer 43.20, a separate enhancement catch up offer needed because of the increased cost of equipment.

This Offer supports the following Strategic Objectives:

- CR 2.2 - Address infrastructure and amenity replacement and maintenance needs of trails, parks, cultural and recreation facilities while continuing the planned buildout of the parks and paved trail systems.

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43.16 Edora Pool Ice Center Asset Repair & Replacement - *Offer Type: 1-Time Enhancement* - Funded

2023 - \$264,380

2024 - \$0

This offer will fund solutions to three lifecycle issues in the Edora Pool Ice Center (EPIC).

The first project is replacement of the men's lockers, which were scheduled for replacement in 2020 but were delayed because of the pandemic and budget concerns. The women's lockers were updated in 2018 and this project will provide equitable service levels between the two. The wet environment has caused significant deterioration of the lockers, making them more difficult to clean, and some no longer function due to rust and breakage. The existing lockers are from the original construction of the building in the mid-1980s. The industry standard for lockers in an aquatic environment is 20 years and these lockers have been in service for over 30 years.

The second project is replacing the Tuflex flooring outside the ice rinks with a more suitable poured-in-place or Mondo sheet flooring. Existing flooring has reached the end of its life and needs to be replaced to maintain a safe environment and prevent tripping hazards throughout the facility. New technology in this space results in a product that will last between 20 - 50 years.

The third and highest priority involves the pool deck which has a significant drainage issue. Some low spots and inadequate slopes cause water to not drain properly. To improve the safety and comfort of pool users it is necessary to rework some of the deck tile so water that splashes onto the deck will flow to one of the existing deck drains. EPIC was designed to be a competitive pool, but because of this issue some outside groups no longer want to use EPIC for swim meets as it does not meet their standards.

This Offer supports the following Strategic Objectives:

- CR 2.2 - Address infrastructure and amenity replacement and maintenance needs of trails, parks, cultural and recreation facilities while continuing the planned buildout of the parks and paved trail systems.
- CR 2.5 - Ensure safety and access to and within in City parks, natural areas, paved trails, and cultural and recreation facilities for visitors and employees

43.17 ARPA Increased Funding for the Reduced Fee Scholarship Program - *Offer Type: 1-Time Enhancement* - Funded

2023 - \$100,000

2024 - \$100,000

This offer funds an increase to the scholarship subsidy that assists low-income community members to participate in Recreation programs.

For several years, Council has supported annual appropriations of \$190,000 in the scholarship fund. Demand typically far exceeds this amount; however, no eligible participant has been turned away or excluded from participating. In pre pandemic years Recreation reserve balances covered excess scholarships. This places a strain on Recreation resources and the ability to expand programming or address asset management needs with demand consistently exceeding the allotted scholarship amount.

The COVID-19 pandemic severely reduced Recreation's reserves, which were used to maintain basic services in the absence of normal revenue generation. Recreation revenues have not recovered from the pandemic, and there are no longer reserves available to fill the gap between the demand for income qualified reduced fees and the current allocation of \$190,000. If this offer is not funded the reduced fee discounts will need to be capped at \$190,000. This will negatively affect low income families and youth in the community and their ability to participate equally in Recreation offerings.

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Eligible low income community members are offered significant discount benefits to participate in programs and enjoy drop in access to Recreation facilities. This program engages all qualifying adults and youth in healthy activities, promoting a sense of community and connection. Recreation provides an inclusive environment regardless of race, ethnicity, religion, gender, sexual orientation, or mental and/or physical abilities.

Demand for participation in the reduced fee program varies depending on several factors, however the demand has surpassed the allocation every year for the past six years. The funding gap is typically between \$250,000 to \$300,000 each year.

This Offer supports the following Strategic Objectives:

- CR 2.1 - Provide diverse, inclusive and accessible recreation and cultural programs that drive attendance and cost recovery.
- ARPA Funding Recovery Theme: Health

43.19 Facility Improvements at The Farm - *Offer Type: 1-Time Enhancement - Funded*

2023 - \$0

2024 - \$120,000

This offer will fund an upgrade to the tack room and add a shade structure at The Farm that will provide sun and weather protection for participants, staff, and animals.

One of Council's priorities addresses more stringent penalties for animal cruelty and neglect. This enhancement would eliminate the public perception that the ponies are left in direct sunlight without shade, giving the impression of neglect. With the upgraded tack room and attached shade structure, ponies would have shade and protection from weather.

Safety priorities would be met with a north-facing door into the arena. This would allow staff and participants access to the tack room without leaving the class when walking around the shed and out of sight to retrieve necessary resources.

Program needs have increased and changed since the tack room and shed were built in 1985.

Currently, staff tie ponies in the shade when available. However, depending on season and time of day, all ponies do not have access. By afternoon, shade availability is significantly minimized. Additionally, the addition of a north-facing door will allow equal access to the tack room with minimal congestion in and out of one door, allowing for efficiency in running two horsemanship programs at the same time.

This Offer supports the following Strategic Objectives:

- CR 2.2 - Address infrastructure and amenity replacement and maintenance needs of trails, parks, cultural and recreation facilities while continuing the planned buildout of the parks and paved trail systems.
- CR 2.5 - Ensure safety and access to and within in City parks, natural areas, paved trails, and cultural and recreation facilities for visitors and employees

43.20 Facility Equipment Replacement - Ongoing Catch up - *Offer Type: Asset Management-Enhanced - Funded*

2023 - \$0

2024 - \$113,249

This offer will fund important facility improvements and replacement of aging amenities throughout the Recreation Department. These needed improvements will provide a wide range of benefits for the department and community. This offer ensures that facilities and equipment are maintained and accessible to all groups of people.

This offer will primarily fund the replacement for end of life fitness equipment and facility maintenance equipment at various recreation facilities. Many of these equipmen

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replacements were delayed from 2020 and 2021 because of lack of resources during the pandemic. This delay, coupled with well documented supply chain issues, has increased the cost associated with replacing fitness equipment. The industry lifespan for fitness equipment is seven years, currently 112 units of existing equipment has exceeded this lifespan. Total estimated cost of replacing all 112 units is \$370K. Units in highest demand and deteriorated condition will be prioritized for replacement first, with remaining units replaced as funding allows in future cycles. The lifespan is determined by industry standards when equipment typically becomes more expensive to repair than to replace. Equipment is maintained on a monthly basis by contract to ensure user safety and performance at an average cost of \$12K per year.

Additionally, this offer will replace the worker lifts at EPIC, which allow staff to reach the ceiling of EPIC to perform various maintenance needs.

This Offer supports the following Strategic Objectives:

- CR 2.2 - Address infrastructure and amenity replacement and maintenance needs of trails, parks, cultural and recreation facilities while continuing the planned buildout of the parks and paved trail systems.
- CR 2.1 - Provide diverse, inclusive and accessible recreation and cultural programs that drive attendance and cost recovery.

43.21 9.0 FTE - Southeast Community Center Operations and Staffing - Offer Type: Enhancement - Unfunded 2023 - \$0 2024 - \$750,952

This offer funds the start up staffing and facility operations of the future Southeast Community Center scheduled to open in 2024. This facility will create greater access to recreation and aquatic amenities for the community. Currently there are no recreation facilities south of Horsetooth and no aquatic facilities south of Drake.

Fort Collins voters approved a ballot measure in 2015 to construct a Southeast Community Recreation Center. This facility will start design in 2022 and construction in 2023 with an anticipated opening in Fall 2024. This facility will feature required amenities per the ballot measure and additional amenities identified in the 2022 Recreation Operational Plan, 2013 SE Facility feasibility study and the 2022 Aquatics and Innovation studies.

As the City, and Recreation specifically, has struggled to hire hourly staff it is imperative that the new facility have sufficient full time staffing to operate safely, efficiently and with a high level of customer service.

This facility will have multiple operational partners including Colorado State University, Poudre School District and the Poudre River Public Library District. At the time of this offer, those partnerships were being refined, which will impact the scope of the facility, its amenities and the programs that are offered. This offer can be scaled to adequately staff the size and scope of facility that will be built.

By adequately staffing the new facility with the number of industry standard full time staff, Recreation can compare the level of customer service, cleanliness and operational efficiency against current Recreation facilities that have an inadequate full time staffing. This informs management on future and adequate full time staffing at other facilities that will result in better outreach and customer service to patrons across all social identities and communities of color.

This Offer supports the following Strategic Objectives:

- CR 2.1 - Provide diverse, inclusive and accessible recreation and cultural programs that drive attendance and cost recovery.
- CR 2.2 - Address infrastructure and amenity replacement and maintenance needs of trails, parks, cultural and recreation facilities while continuing the planned buildout of the parks and paved trail systems.
- NLSH 1.3 - Increase resident participation in income-qualified services and improve accessibility to City and community programs for low- and moderate-income households.

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43.22 ARPA Bus to Provide Childcare Transportation - *Offer Type: 1-Time Enhancement - Unfunded*

2023 - \$208,000

2024 - \$0

This offer will fund the purchase of a full size alternative fuel bus (electric or CNG) for licensed childcare programs. This will result in additional activity and enrichment offerings for participants and more efficient transportation of children to off site destinations.

Recreation's state licensed childcare program, Camp FunQuest, served an average daily capacity of over 200 children between the ages of 5 to 15 in Summer 2021. Program user fees include off site enrichment activities such as field trip visits to local parks, pools, natural areas, cultural facilities and area businesses.

The COVID 19 pandemic created a recognizable lack of affordable and accessible childcare options for both community members and City employees, which was immediately serviced by Recreation childcare programs. In Summer 2020, childcare programs operated in collaboration with Poudre School District to serve children of essential workers and low income families who were required to work on site and needed full day childcare. In Fall 2020, the program expanded to host full daycare for students learning remotely through February 2021 when schools returned to in person learning. In Spring 2021, the program expanded to a second facility and increased licensed capacity by 65%.

Current transportation processes involve using existing 15-passenger vans, requiring multiple shuttle trips per camp group, fewer enrichment offerings to participants due to restriction of travel distance, additional staff hours and trainings to implement shuttling, and decreased availability of vans for Recreation's Trips & Travel programs.

Contracting transportation services from the school district or private agencies are limited by workforce shortages and available supply chain resources. These additional rental fees create increased user fees due to the expense for childcare budgets. Use of Transfort buses has been explored but is not feasible because of the Federal funding received by Transfort.

This Offer supports the following Strategic Objectives:

- CR 2.1 - Provide diverse, inclusive and accessible recreation and cultural programs that drive attendance and cost recovery.
- ARPA Funding Recovery Theme: Economic Recovery

43.23 ARPA Childcare Space Modifications at Northside Aztlan Community Center - *Offer Type: 1-Time Enhancement - Funded*

2023 - \$721,932

2024 - \$0

This offer will fund modification of interior childcare spaces and further develop the exterior, southwest side of the Northside Aztlan Community Center to create a dedicated outdoor play space for the Recreation Department's licensed childcare programs. Modifications would include reconfiguring interior walls, doors, and cabinetry and installing exterior doors, concrete pads, safety/privacy fencing, shade coverings, ground resurfacing and permanent play structures. This offer would allow Recreation's licensed childcare programs to appropriately increase program capacity and apply for a Level 3 to 5 rating through the state's quality rating accreditation program, Colorado Shines.

Recreation's state licensed childcare programs, Funtime Preschool and Camp FunQuest, served an average daily capacity of over 215 children between the ages of 3 to 15 in Summer 2021. Since 2018 licensure, enrollments in these programs have increased by over 550%. This offer would provide direct access from two early childhood classrooms to an age appropriate, outdoor play space. The current outdoor play space at Northside Aztlan Center is located on the opposite, east side of the building, is shared with the public, and permanent play structures are safety rated primarily for ages 5 and up. Accreditation of 3 5 rating requires a restricted access playground (no public access).

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The COVID 19 pandemic created a recognizable lack of affordable and accessible childcare options for both community members and City employees. Funtime Preschool became a state licensed childcare provider in 2020 (Colorado Shines Level 1), with a capacity to serve 15 children daily. In 2021, Recreation staff and early childhood teachers completed additional trainings that increased credential levels and a quality improvement plan for the program. This advanced the program to Level 2 status and increased daily capacity from 15 to 24 in 2022.

Construction will increase an estimated 6% to 10% if delayed until 2024.

This Offer supports the following Strategic Objectives:

- CR 2.1 - Provide diverse, inclusive and accessible recreation and cultural programs that drive attendance and cost recovery.
- ARPA Funding Recovery Theme: Economic Recovery
- NLSH 1.3 - Increase resident participation in income-qualified services and improve accessibility to City and community programs for low- and moderate-income households.

43.26 3.0 FTE Classified Building Attendants - Offer Type: Enhancement - Unfunded

2023 - \$138,279

2024 - \$192,993

Funding this offer will add three classified positions as Building Attendants. This will provide one full-time Building Attendant at each one of the three largest recreation facilities: Fort Collins Senior Center, Northside Aztlan Community Center, and Edora Pool Ice Center (EPIC). Each of these facilities are open seven days per week, up to 14 hours per day for a combined total of nearly 260 hours per week.

Full-time staff in these positions would create better service levels to the community through regular building needs/inspections and cleaning of equipment. The Senior Center (along with Club Tico), and Northside Aztlan Community Center in particular, host several rentals to the community and non profit organizations, generating revenue for the department. These positions will manage set up and take down for rental groups to ensure smooth transitions from one group to the next. EPIC has unique challenges as a heavily used aquatics and ice facility, requiring regular walk throughs and attention.

The Recreation Department has facilities dispersed throughout the community. This contrasts with many communities that have larger facilities but fewer locations. The model Fort Collins uses allows more people in the community to be able to walk or bike to facilities.

Pre pandemic all facility operations were being done by hourly staff. The pandemic shifted the workforce dynamic and now many of those employees are not in the workforce anymore. In attempts to solve the hourly staff shortage, Recreation staff have increased marketing budgets for recruiting staff; conducted hiring fairs; and reached out to local colleges, high schools, community colleges, seniors and historically underrepresented groups. Despite these efforts there are still some shifts that can't be covered.

This Offer supports the following Strategic Objectives:

- CR 2.5 - Ensure safety and access to and within in City parks, natural areas, paved trails, and cultural and recreation facilities for visitors and employees
- CR 2.1 - Provide diverse, inclusive and accessible recreation and cultural programs that drive attendance and cost recovery.

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43.27 Northside Aztlan Community Center Gymnasium Improvements - *Offer Type: 1-Time Enhancement - Funded* 2023 - \$80,000 2024 - \$0

This offer funds the purchase and installation of three drop down volleyball nets at Northside Aztlan Community Center (NACC). The need for this infrastructure is integral in the delivery of programmed and drop in services for the public, as well as staff safety.

Currently, volleyball nets are set up before each night of play or practice and taken down later in the evening. The set up/tear-down time is anywhere from 20 30 minutes before and after scheduled play, which reduces available programming/drop in time on the courts for other activities. The current volleyball system used at NACC employs poles that are placed into an anchor in the floor, a net that is then strung over the top of the poles, and a crank that tightens the net until it reached the appropriate tension for play.

Installing electronic nets that swing down and lower from the ceiling (which are currently in use at Foothills Activity Center) will save staff time, increase accessibility and safety, and open up opportunities for increased revenue through additional programming and drop in activities.

Drop-down style nets do not require staff to crank the net to achieve the appropriate tension; they lower from the ceiling and are completely ready to use, only requiring adjustments to net height for different leagues, which won't affect the net tension.

Each pole that is currently used weighs approximately 60 pounds. Having nets that lower at the turn of a key or press of a button ensures that employees of any physical ability can set up and take down the courts, guaranteeing safety and ADA compliance. As staff availability remains a challenge, recreation facilities are often working with a limited number of available team members. With the addition of a drop down system, any staff member at the facility will have the ability to prepare for a program.

This Offer supports the following Strategic Objectives:

- CR 2.1 - Provide diverse, inclusive and accessible recreation and cultural programs that drive attendance and cost recovery.
- CR 2.5 - Ensure safety and access to and within in City parks, natural areas, paved trails, and cultural and recreation facilities for visitors and employees
- SAFE 5.8 - Improve safety and security for City facilities and services through unified strategies and programming using enhanced technology, improved processes and staff training.

43.28 Customer Database and Registration Software Upgrade - *Offer Type: Enhancement - Unfunded* 2023 - \$80,000 2024 - \$80,000

This offer funds the upgrade of the Recreation customer database, registration and facility management software.

Vermont Systems Incorporated (VSI), known as RecTrac, has been the registration software used by Recreation for over 25 years. In that time, it has gone through multiple minor upgrades to attempt to meet the demands of the changing consumer dynamics. Unfortunately, the key parts of the system were developed before most people had internet access in their homes. This has resulted in upgrades and software that aren't functional by modern standards. The upgrades have not met the expectations of internal or external users and the customer experience has suffered as a result.

Over the past fifteen years multiple companies have launched new recreation registration software packages that more effectively meet the expectations of users in 2022. Some of the functionality improvements include enhanced mobile registration, smartphone app functionality, and much more that isn't available with the current system. Based on both internal and external feedback, our current software isn't able to meet users' expectations. Recreation users have many choices in the public and

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private sector to meet their needs; the registration system is one of the first interactions patrons have with the organization and currently the City of Fort Collins is failing in this area.

New software on the market will improve efficiencies, increase revenue and improve user satisfaction. Some key points are:

- More customers will be driven to register for classes and purchase/renew passes online
- The number of phone calls to walk a customer through the registration process online will decrease
- Facility reservations will move online

This Offer supports the following Strategic Objectives:

- CR 2.1 - Provide diverse, inclusive and accessible recreation and cultural programs that drive attendance and cost recovery.
- NLSH 1.3 - Increase resident participation in income-qualified services and improve accessibility to City and community programs for low- and moderate-income households.

50.1 Gardens on Spring Creek - Offer Type: Ongoing - Funded

2023 - \$2,571,581

2024 - \$2,661,415

The Gardens on Spring Creek is the botanic garden of Northern Colorado with a mission to enrich the lives of people and foster environmental stewardship through horticulture. The 12 acre garden features a curated plant collection of native and adapted plants that grow in a high desert climate, a vegetable garden that produces thousands of pounds of produce for underserved members of the community, the Great Lawn and Everitt Pavilion to host public and private events, and a North American Butterfly House displaying 40+ species of butterflies.

The Gardens provides gardening, art, urban homesteading, and cooking education classes and wellness programs for thousands of students of all ages. In addition, The Gardens hosts several well loved community events including the Spring Plant Sale, Pumpkins on Parade and Garden of Lights.

The Gardens operates in partnership with two nonprofits: the Friends of the Gardens on Spring Creek, which provides fundraising and advocacy support; and Butterfly Pavilion, which manages butterfly operations.

This offer funds the operations of the Gardens on Spring Creek, including \$1,400,000 in earned and contributed revenue by The Gardens and The Friends.

Although the pandemic impacted The Gardens in early 2021, once outdoor capacity restrictions lifted and travel began to resume, on site visitation doubled to more than 80,000 guests from all 50 states and 210 Colorado counties. To date, Gardens 2022 visitation is exceeding last year, a trend expected to continue through the 2023 2024 budget cycle.

The Gardens is committed to its IDEA (Inclusivity, Diversity, Equity, and Access) work. Last year, more than 3,000 guests experienced our gardens and programs at free or reduced rates through the Gardens for All program. Staff formed a committee and added IDEA to its strategic plan to operationalize these efforts across the organization and create a more welcoming botanic garden for all guests. There is still much work to be done.

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This Offer supports the following Strategic Objectives:

- CR 2.1 - Provide diverse, inclusive and accessible recreation and cultural programs that drive attendance and cost recovery.
- CR 2.2 - Address infrastructure and amenity replacement and maintenance needs of trails, parks, cultural and recreation facilities while continuing the planned buildout of the parks and paved trail systems.
- ENV 4.5 - Protect and enhance natural resources on City-owned properties and throughout the community.

50.2 Lincoln Center & Cultural Services Administration - Offer Type: Ongoing - Funded

2023 - \$4,141,405

2024 - \$4,284,022

This offer will fund the continued operation and ongoing services of The Lincoln Center and Cultural Services Department administration.

The Lincoln Center is one of Colorado's largest and most diverse presenters of professional theater, dance, music, visual arts and children's programs. It offers high level customer service, high quality visual and performing arts programs, beautiful and useful rental spaces, and enhanced ticketing services. The Lincoln Center works with more than 25 local arts organizations and a range of outside promoters to provide a broad range of activities while growing the creative economy.

The Lincoln Center provides significant benefits to the community through high quality cultural experiences and rental opportunities. The Lincoln Center box office generally averages sales of over \$3.2 million annually. From 2017 to 2019, The Lincoln Center averaged over 800 events a year, and upwards of 160,000 annual guests. All signs point to a return to this level of participation.

The Lincoln Center is also, both literally and figuratively, the largest stage in the City for representation. The LC LIVE series is specifically curated to generate visibility for historically marginalized communities. This has, in turn, led to our event rental spaces becoming community gathering spaces for communities who have not felt welcome elsewhere. A diverse array of shared cultural experiences is essential to create an exceptional community. The Lincoln Center is proud to be the most prolific provider of these experiences to the Northern Colorado community.

This Offer supports the following Strategic Objectives:

- CR 2.1 - Provide diverse, inclusive and accessible recreation and cultural programs that drive attendance and cost recovery.
- CR 2.3 - Expand opportunities to engage in arts and cultural programming throughout the community.
- NLSH 1.4 - Advance equity for all with an emphasis on racial justice to remove systemic barriers so that persons of all identities, including race, ethnicity, religion, gender and gender identity, age, class, sexual identity, mental and physical abilities and ability can fully participate in City services and experience equitable community outcomes.

50.3 Museum of Discovery - Offer Type: Ongoing - Funded

2023 - \$1,143,192

2024 - \$1,190,246

Funding this offer will support Fort Collins Museum of Discovery's (FCMoD) continued operations and sustainability. The museum is an essential part of Fort Collins' educational ecosystem, a cultural cornerstone, and an economic engine for jobs and tax generation. FCMoD's public private partnership between the City of Fort Collins Partner (City) and the Nonprofit Partner (NPP) supports financial sustainability, outstanding community service and programmatic innovation. The NPP contributes to the institutional budget with earned revenue, grants and fundraising.

The City supports FCMoD's operations including personnel and curatorial management. FCMoD's proposed 2023 combined operating budget is \$3,141,375 with an NPP

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contribution of \$1,801,311 and a City contribution of \$1,340,064. FCMoD is Northern Colorado's largest museum with 21,000 square feet of exhibit space and the region's only Digital Dome theater. Museum staff is dedicated to working with community members to co create relevant experiences for all in the community. Examples of this co creation include hosting Día de Muertos; the Indigenous, Science, Technology, Arts and Resilience (ISTAR) summer camp; and the Teen Self Care Fair. FCMoD is committed to providing equitable access to the museum's experience both at the museum and in the community by identifying barriers including ability to pay, language and abilities. FCMoD offers discounted or free access through its scholarship program, library passes and explorer passes.

FCMoD grounds its work to support community needs and connects its strategies to the City Strategic Plan and FoCo Creates Master Plan. Museum experiences welcome visitors to explore global issues like climate change, mental health, and resilience and recovery. The informal learning environment is rooted in social learning. That framework, combined with a blended approach to STEM, culture and history creates access points and engagement for visitors across interests and identities.

This Offer supports the following Strategic Objectives:

- CR 2.1 - Provide diverse, inclusive and accessible recreation and cultural programs that drive attendance and cost recovery.
- CR 2.3 - Expand opportunities to engage in arts and cultural programming throughout the community.
- NLSH 1.3 - Increase resident participation in income-qualified services and improve accessibility to City and community programs for low- and moderate-income households.

50.4 Art in Public Places Administration - Offer Type: Ongoing - Funded

2023 - \$227,160

2024 - \$234,451

This offer will fund Art in Public Places (APP) administration. APP is funded in accordance with City Ordinance No. 20, 1995, and enacted in City Code Chapter 23, Article XII. The ordinance requires City construction projects with a budget over \$250,000 to designate 1% of the project budget for art. APP maximizes efficiencies as the program budget ebbs and flows with the number of City capital projects and secures additional funding through sponsorships and partnerships with community organizations. An APP program evaluation was completed in 2022 and the recommendations will further align the program with the Cultural Plan and City goals.

APP adds value to the community by encouraging artistic expression and appreciation in Fort Collins through acquiring, exhibiting and maintaining public art. The Council appointed APP Board and project team members select artists to create site specific artwork and the Board makes recommendations to Council for approval. Upcoming projects include the annual Transformer Cabinet Mural, Neighborhood Transformer Cabinet Mural, Pianos About Town, and Pedestrian Paver projects.

APP adds to the City's mix of cultural assets and is free for the community to enjoy without limitations due to race, ethnicity, religion, age, gender, sexual orientation, or mental and/or physical abilities. The program completed 56 art projects in 2021, expanding opportunities for artists and artwork for the community to enjoy. The APP program engages local youth to create drawings for pedestrian pavers, local artists to paint transformer cabinets and piano murals, and neighborhoods to paint transformer cabinet murals. The APP webpage links to the City's GIS mapping system, sharing locations and information on the art throughout the community. Art projects highlight history, become places for social interaction, promote diverse artistic expression and contribute to Fort Collins' cultural identity.

This Offer supports the following Strategic Objectives:

- CR 2.1 - Provide diverse, inclusive and accessible recreation and cultural programs that drive attendance and cost recovery.
- CR 2.3 - Expand opportunities to engage in arts and cultural programming throughout the community.

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50.5 Art in Public Places Artwork - Offer Type: Ongoing - Funded

2023 - \$81,132

2024 - \$73,984

NOTE: Will be populated with Capital Project Funding.

This offer will support the Art in Public Places (APP) program. APP is funded in accordance with City Ordinance No. 20, 1995 and enacted in City Code Chapter 23, Article XII. The Ordinance requires City construction projects with a budget over \$250,000 to designate 1% of the project budget for art. APP maximizes efficiencies as the program budget ebbs and flows with the number of City capital projects and secures additional funding through sponsorships and partnerships with community organizations. An APP program evaluation was completed in 2022 and the recommendations will further align the program with the Cultural Plan and City goals.

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This Offer supports the following Strategic Objectives:

- CR 2.1 - Provide diverse, inclusive and accessible recreation and cultural programs that drive attendance and cost recovery.
- CR 2.3 - Expand opportunities to engage in arts and cultural programming throughout the community.

50.6 Fort Fund - Offer Type: Ongoing - Funded

2023 - \$570,000

2024 - \$600,000

Funding this offer will support the Fort Fund Grant Program.

The Fort Fund Grant Program supports arts and cultural events that enrich the creative vitality of the community, promote local heritage and diversity, and provide opportunities for arts and cultural participation. The grants help promote Fort Collins as a cultural center and tourist destination and promote the health and well-being of all residents and visitors. Annually, The Fort Fund Grant Program supports approximately 45 different arts & culture organizations in the community ranging from The Northern Colorado Intertribal Powwow Association to The Fort Collins Musicians Association to The Museum of Art Fort Collins.

Established in 1989, the program distributes lodging tax revenues deposited in the City's Cultural Development and Programming Account and the Tourism Programming Account in accordance with the provisions of Section 25 244 of the City Code for this purpose solely. Local nonprofit organizations may apply to Fort Fund for cultural and/or tourism event support. The Cultural Resources Board is authorized to review grant applications based on approved guidelines and make recommendations for Fort Fund grants to City Council, pursuant to Section 2 203(2) of the City Code.

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This Offer supports the following Strategic Objectives:

- CR 2.3 - Expand opportunities to engage in arts and cultural programming throughout the community.

50.7 ARPA 1.0 FTE Contractual - Cultural Services Community Programs Manager with Program Support - 2023 - \$139,284 Offer Type: 1-Time Enhancement - Funded 2024 - \$159,535

Currently ARPA-funded in 2022 for a twelve month contract, this offer will support the continuation of the Community Programs Manager position, with programmatic support, within the Cultural Services Department. This position, with dedicated funding, supports the implementation of the City's FoCo Creates Arts and Culture Master Plan, approved by City Council in May 2019. Throughout the plan's engagement and development process, the community consistently expressed a desire for an inclusive and equitable creative community, and arts and cultural experiences throughout the city and throughout their lives. This position, with the required aligned programmatic support, is key to begin successfully implementing both Goal One and Goal Three of the plan. Goal One addresses inclusion and equity: "Through the arts, foster an inclusive and equitable cultural and creative community that represents all residents." Goal Three focuses on community engagement: "Enhance the City's cultural facilities and city wide programs to address community growth and demand, supporting the community's vibrancy and health."

This position and program also directly support the City's Recovery Plan through Theme 2 Equity and Community Resilience. Specifically, within Theme 2, Recovery Outcome 2A – Foster a sense of belonging and community trust, and objectives: "Promote and increase the visibility and support of the diverse cultural artists and organizations in Fort Collins." and "Codesign multicultural activities and generative spaces for improved access and opportunities."

The position was advertised publicly in the first quarter of the year and filled in April 2022. The position will work with a variety of community and City partners to produce diverse art and cultural programs throughout Fort Collins, with an emphasis on underrepresented communities and locations.

This Offer supports the following Strategic Objectives:

- ARPA Funding Recovery Theme: Equity and Community Resilience
- CR 2.3 - Expand opportunities to engage in arts and cultural programming throughout the community.

50.8 ARPA Cultural Services Access Fund for Low-Income Residents - Offer Type: 1-Time Enhancement - 2023 - \$150,000 Funded 2024 - \$150,000

Supported and ARPA-funded in 2022, the Cultural Services Department seeks to continue the expanded and equitable access programs at its three facilities: Fort Collins Museum of Discovery (FCMoD), the Gardens on Spring Creek, and The Lincoln Center (LC). While each of these cultural institutions has established programs to increase accessibility for all, until 2022 funding has primarily come from private sources and consistently falls short of the need demonstrated by the community. Continuing to fund this offer would support the City's participation in these established access programs.

Current access programs include:

- Free and/or reduced admission to fee based facilities and performances (FCMoD, Gardens, and LC) through partnerships with local libraries, La Familia, The Matthews House, and others. In addition, there are reduced fees for SNAP participants and those requiring caregivers. Onsite front line staff (FCMoD, Gardens) are trained to recognize when people may be challenged by the admission fee and to invite them to be a guest for the day.
- Free family memberships for those enrolled in Early Childhood Education in Larimer County (FCMoD and Gardens).
- Scholarships for youth and adults to attend School Field Trips, Summer Camps & other youth and education programs at each facility.
- Discounted or free admission is offered for special events and performances at each facility.

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Based on the community's needs as seen by the demand for these programs, the projected cost of the three programs is \$250k. Friends of the Gardens, FCMoD Nonprofit Partner and LCs Support League currently secure donations of approximately \$100k total to support each program. Demand consistently exceeds funding; therefore, we are requesting \$100k to support these programs. In addition, we seek \$50k in funds for translation and interpretation services for core documents, signage and other programmatic needs to ensure accessibility for all.

This Offer supports the following Strategic Objectives:

- CR 2.1 - Provide diverse, inclusive and accessible recreation and cultural programs that drive attendance and cost recovery.
- NLSH 1.3 - Increase resident participation in income-qualified services and improve accessibility to City and community programs for low- and moderate-income households.
- ARPA Funding Recovery Theme: Health

50.9 Carnegie Center for Creativity - *Offer Type: Ongoing* - Funded

2023 - \$57,439

2024 - \$62,125

Funding this offer would support the reopening and ongoing operations of the Carnegie Center for Creativity (CCC). The CCC is a creative reuse of the historic 1904 Carnegie library building in Library Park and one of the very few facilities in the Fort Collins area that offers affordable exhibition, performance, and special event space. An important publicly accessible facility, it is one of the few spaces that local individual artists curate their own shows and can sell their work commission free. The building is also utilized by local arts nonprofit organizations such as the Center for Fine Art Photography and is home to the annual Youth Art Month. The CCC is a central location for the monthly First Friday Art Walk and the Annual City Studio Art Tour. The CCC is also home to Fort Collins Public Media and the Fort Collins Downtown Creative District. It is the home for community meetings and special events such as community fundraisers. The CCC ongoing offer has traditionally supported the salaries of hourly employees that work at the building, opening and closing the facility and working with guests.

The CCC closed in early 2020 due to the COVID 19 Pandemic. It was decided to keep it closed through 2021 and begin necessary and planned ADA updates including installing a new elevator. Additionally, with the passing of the 2015 Community Capital Improvement Program ballot measure, the CCC was scheduled for renovation beginning in 2024. With the building closure and the elevator construction underway, staff recommended and City Council supported commencing the greater renovation work in 2022 to leverage the current situation and minimize future closure time for the CCC.

When the building reopens in the summer of 2023, the CCC will become a more robust central gathering space for the creative sector and the community. It will be a location for diverse artists and cultural nonprofits in Fort Collins to have a place to meet, interact and build community.

This Offer supports the following Strategic Objectives:

- CR 2.3 - Expand opportunities to engage in arts and cultural programming throughout the community.
- NLSH 1.3 - Increase resident participation in income-qualified services and improve accessibility to City and community programs for low- and moderate-income households.

50.10 1.0 FTE Carnegie Center for Creativity Expanded Programming - *Offer Type: Enhancement* - Unfunded

2023 - \$134,906

2024 - \$202,812

Funding this offer will support the reopening of the Carnegie Center for Creativity (CCC) in the summer of 2023 after a significant \$5.4M renovation. The CCC closed in

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2020 due to the COVID 19 pandemic. It was decided to keep it closed through 2021 and begin necessary and planned ADA and other updates including installing a new elevator. Additionally, with the passing of the 2015 Community Capital Improvement Program ballot measure, the CCC was scheduled for a major renovation beginning in 2024. With the building closure and the elevator construction underway, staff recommended and City Council supported commencing the larger renovation work in 2022 to leverage the current situation and minimize future closure time at the CCC. To support the renovation, staff has been successful in raising \$2.65M as of mid-June. \$2.4M from Colorado Creative Industries, \$214K from the Downtown Development Authority and \$50K from a community member.

An important publicly accessible facility and a significant historic building, the CCC is one of the few exhibition and event spaces open to the community to produce their own events or co create events.

To capitalize on the reopening and to position the facility as an affordable and accessible asset for the entire community, the department is requesting support for 1.0 Classified FTE who would coordinate activity, hourly employee support to safely run the facility (there should always be two employees in the building) and programmatic funds to support community activation. It is planned that a significant new administrative structure will not be introduced; rather the CCC will be supported by the expertise of other Cultural Services facilities and programs, including Fort Collins Museum of Discovery to advise on programming, The Lincoln Center for special event management, and the Visual Arts Program to support the gallery program and produce related activity.

This Offer supports the following Strategic Objectives:

- CR 2.3 - Expand opportunities to engage in arts and cultural programming throughout the community.
- NLSH 1.3 - Increase resident participation in income-qualified services and improve accessibility to City and community programs for low- and moderate-income households.

50.12 Gardens on Spring Creek Expanded Programs - *Offer Type: Enhancement - Funded*

2023 - \$99,145

2024 - \$165,632

The Gardens on Spring Creek is the botanic garden of Northern Colorado with a mission to enrich the lives of people and foster environmental stewardship through horticulture. The Gardens features 12 acres of curated gardens, has a highly regarded education program for students of all ages, and hosts well loved community events.

As we appear to turn the corner of the COVID 19 pandemic, The Gardens is quickly growing into its new space in terms of general visitation, program development and new and expanding events. During the pandemic, The Gardens' growth followed national trends of increased visitation for public gardens and other outdoor based cultural institutions. In 2021, visitation doubled from 2020 numbers to more than 80,000 guests, including guests from all 50 states and 210 Colorado zip codes.

As a result of this growth, revenues are rising and so are associated expenditures. Growing programs include membership (increasing the support donated by the Friends of the Gardens, The Gardens' nonprofit partner), event ticket sales, gift shop sales, art exhibits, and corporate and foundation support. This offer will fund the necessary expenses that these growing programs require including staffing, services and supplies.

No General Fund support is included in this offer.

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This Offer supports the following Strategic Objectives:

- CR 2.1 - Provide diverse, inclusive and accessible recreation and cultural programs that drive attendance and cost recovery.
- CR 2.2 - Address infrastructure and amenity replacement and maintenance needs of trails, parks, cultural and recreation facilities while continuing the planned buildout of the parks and paved trail systems.

50.14 ARPA Support for Diverse Cultural Artists and Organizations - Offer Type: 1-Time Enhancement - 2023 - \$125,000 **Unfunded 2024 - \$125,000**

The Cultural Services Department proposes a grant program that would specifically support diverse cultural artists and organizations in our community. The grants would support the artists and organizations to create work throughout the community and specifically in qualifying census track neighborhoods. As noted in Theme 2: Equity and Community Resilience of the City Council-adopted Recovery Plan, "To recover, it is important to acknowledge and act to address the need to politically and financially support physical and psychological safe spaces built by and for communities of color and other historically underserved communities where they can connect and identify, authentically express identities, thrive and lead in creating a healing place and sense of belonging."

The grant program would support community based art projects that would directly create a space for gathering, cultural expression and the building of place and neighborhoods. In the Recovery Plan, the grant program would also directly support Recovery Outcome 2A – Foster a sense of belonging and community trust, and specifically 2A objective "Promote and increase the visibility and support of the diverse cultural artists and organizations in Fort Collins."

The grant recipients would be required to share their work for free with the public in a manner that aligns with the type of work they produce. Examples could include a performance, exhibition, reading, etc. The work itself could include culturally specific celebrations, music and theater performances, visual art installations, literary readings and other offerings.

The proposed structure of the grant program would include contracting with a third party to manage the program due to limited staff capacity. There would be a public call for applications. The individual grants would be for \$5,000, and 20 would be offered per year.

This Offer supports the following Strategic Objectives:

- CR 2.3 - Expand opportunities to engage in arts and cultural programming throughout the community.
- ARPA Funding Recovery Theme: Equity and Community Resilience

50.15 ARPA Support for Individual Creatives in the Community (Art to Live) - Offer Type: 1-Time Enhancement 2023 - \$145,000 **- Unfunded 2024 - \$145,000**

The creative sector continues to be significantly impacted by the COVID 19 pandemic. Many creatives lost their livelihood and ability to work due to restrictions on gatherings and shuttered venues. The Cultural Services Department proposes a grant program that would specifically support individual creatives in our community. Many creatives are small businesses or sole proprietors. The grants would provide financial support, giving the creatives time to reengage in their art form and share it with the broader community. As noted in Theme 3: Economic Recovery of the Recovery Plan, "Small businesses, nonprofits and the creative sector uniquely engage communities to contribute to well being and connectivity, including reflections of local history, amplifying unique character of places, and renewing civic and social lives of community members through their work." The grant recipients would be required to share their work for free with the public in a manner that aligns with the type of work they create. In the Recovery Plan, the program would also directly support Recovery Outcome 3A—"Small businesses, creatives and nonprofits have the resources they need to thrive."

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The FoCo Creates Arts & Culture Master Plan defines the creative sector as follows: "...The creative industries include nonprofit, for profit and independent self employed creatives. Specifically, the industries typically include design, film and media, heritage, literary and publishing, performing arts, and visual arts and crafts. Best practice also includes local definitions and for this plan we include culinary arts and brewing." It is expected that the grant program would be open to any creative that would align with this definition.

The proposed structure of the grant program would include contracting with a third party to manage the program due to limited staff capacity. There would be a public call for applications. The individual grants would be for \$6,000, and 20 would be offered per year.

This Offer supports the following Strategic Objectives:

- CR 2.3 - Expand opportunities to engage in arts and cultural programming throughout the community.
- ARPA Funding Recovery Theme: Economic Recovery
- ECON 3.3 - Support local businesses by engaging in opportunities for business revival with a focus on the Recovery Plan.

50.16 Museum of Discovery Artifact Housing Furniture - *Offer Type: 1-Time Enhancement* - Unfunded

2023 - \$300,000

2024 - \$0

This offer will provide funds to purchase and install a collections storage system and special archival quality equipment and supplies at the Fort Collins Museum of Discovery (FCMoD). This enhancement includes a one time expense for the purchase, delivery and installation of shelving and cabinetry custom designed for specific types of artifacts and contract staff to move and rehouse artifacts using specialized supplies including general conservation materials such as ethafoam, buffered tissue, and acid free archival boxes.

FCMoD is the only organization in Fort Collins that collects, manages and interprets artifacts relating to our local history. Our Collections Department comprises both Museum Collections, which holds over 38,000 three dimensional objects, and the Local History Archive, which cares for hundreds of special collections, maps, books, research files, and over 200,000 photographs. These collections provide authenticity in exhibits and visitor experiences, and are utilized by a diversity of researchers both casual and professional, including other City of Fort Collins agencies, authors and publishers, news media, homeowners, business researchers, tourists and new residents, genealogists, and Colorado State University professors and students. In 2020, FCMoD's Museum Collections and Local History Archive celebrated 10 years in our facility, with nearly 13,000 in person users, and over 20,000 annual visitors to our Fort Collins History Connection web resource.

As the artifact collection continues to grow the need to complete the buildout of the storage furniture is reaching critical mass. Approximately half of the collections storage furniture is installed and is safely housing historical collections owned by the City of Fort Collins. It is important to properly house historic collections like the one held at FCMoD to industry standards to preserve history and to help the community to tell stories of all and our place in time.

This Offer supports the following Strategic Objectives:

- CR 2.1 - Provide diverse, inclusive and accessible recreation and cultural programs that drive attendance and cost recovery.
- CR 2.2 - Address infrastructure and amenity replacement and maintenance needs of trails, parks, cultural and recreation facilities while continuing the planned buildout of the parks and paved trail systems.
- NLSH 1.3 - Increase resident participation in income-qualified services and improve accessibility to City and community programs for low- and moderate-income households.

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50.17 0.5 FTE Horticulture Technician - Gardens on Spring Creek - Offer Type: Enhancement - Funded	2023 - \$39,706
	2024 - \$40,592

In 2018, the Parks Department and The Gardens on Spring Creek began sharing a Horticulture Technician position to help care for the extensive horticulture needs at Twin Silo Park and at The Gardens. Since that time, horticulture needs for both divisions have grown and require care by trained horticulturists. This offer will fund a second shared Horticulture Technician position.

The expansion of the Parks Department's horticulture responsibilities has outgrown the capacity of 1.5 existing FTEs. They currently manage the horticulture needs of 50+ parks, two cemeteries and three golf courses. The adopted design strategy is to reduce turfgrass and replace with water wise ornamental plantings. This requires specialized horticultural knowledge to properly maintain these additional landscape requirements. Funding this position is imperative to improving the current level of service and creating a sustainable horticulture program in the future.

The Gardens is a 12 acre botanic garden featuring a curated plant collection of native and adapted plants that grow in a high desert climate, a vegetable garden that produces thousands of pounds of produce for underserved members of the community, the Great Lawn and Everitt Pavilion to host public and private events, and a North American Butterfly House displaying 35 species of tropical plants and a living wall.

The Gardens horticulture staff of 4.5 FTE cannot properly manage 12 acres of gardens, greenhouse production, and the Butterfly House plant collection to the quality standard expected of botanic gardens. Currently, four acres of gardens are managed by part time staff including the Themed Gardens around the Great Lawn, Wetland Garden, Welcome Garden, entrance gardens, and Sustainable Backyard. Other smaller gardens have no owner whatsoever.

For both Parks and The Gardens, turnover of part time staff results in increased onboarding and training of new staff, delaying care and increasing overall maintenance costs.

This Offer supports the following Strategic Objectives:

- CR 2.2 - Address infrastructure and amenity replacement and maintenance needs of trails, parks, cultural and recreation facilities while continuing the planned buildout of the parks and paved trail systems.

54.1 Community Parks and Facility Grounds Maintenance - Offer Type: Ongoing - Funded	2023 - \$4,506,359
	2024 - \$4,668,314

Funding this offer supports maintenance for seven community parks (Fossil Creek, Spring Canyon, Edora, Lee Martinez, Rolland Moore, City Park, and Twin Silo) totaling 573 acres, community recreation facility grounds (Edora Pool & Ice Center, Senior Center, Farm at Lee Martinez, Archery Range), four maintenance shops, and the 4th of July celebration.

Community parks are the most actively used parks in Fort Collins. They provide space for large events and unique facilities that neighborhood parks cannot accommodate, such as the outdoor pool at City Park, water splash parks, skateboard parks, pickleball courts, lighted baseball fields, substantial dog parks, lighted tennis courts, a disc golf course and a BMX track. The Parks Division also manages the annual 4th of July celebration at City Park. This includes organizing the parade in partnership with Recreation, fireworks and evening entertainment, and preparation and cleanup of City Park.

Community Park site maintenance includes:

- Turf care

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- Trash/recycling collection
- Maintaining flower and shrub beds
- Maintaining, coordinating and scheduling athletic fields, tournaments and park events
- Maintaining tennis/pickleball courts, horseshoes pits, volleyball courts, bike courses and skate parks
- Cleaning and repairing restrooms, playgrounds, shelters and dog parks
- Snow removal on parking lots and sidewalks
- Cleaning and repairing graffiti and vandalism issues
- Irrigation system maintenance and repairs
- Maintaining water features and fountains
- Operating maintenance shops
- Managing the annual 4th of July celebration

Recreation facility grounds maintenance includes:

- Irrigating and mowing turf
- Trash collection
- Cleaning and maintaining flower and shrub beds
- Snow removal on parking lots and sidewalks

This offer provides the necessary resources to maintain these highly valued assets safely and for the enjoyment of residents.

This Offer supports the following Strategic Objectives:

- CR 2.2 - Address infrastructure and amenity replacement and maintenance needs of trails, parks, cultural and recreation facilities while continuing the planned buildout of the parks and paved trail systems.
- HPG 7.8 - Evaluate the City's assets and infrastructure to most effectively prioritize funding that best maintains and protects those investments, while improving the customer experience.

54.2 Neighborhood Parks Maintenance - Offer Type: Ongoing - Funded

2023 - \$3,172,190

2024 - \$3,291,793

Funding this offer supports maintenance for 31 neighborhood parks and nine pocket parks owned by the City. This offer excludes parks located in the Downtown core. Neighborhood parks vary in size from 0.15 acres to 20 acres. These sites total 378 acres and include the following amenities: 272 acres of turf, 20 softball/baseball diamonds, 26 basketball courts, 32 sports fields, 16 tennis/pickleball courts, 3 skate parks, 28 restrooms, 37 playgrounds, and 33 shelters. Amenities are provided on a smaller scale than in community parks.

Park Site maintenance includes:

- Irrigating and mowing turf
- Trash/recycling collection
- Cleaning and maintaining flower and shrub beds
- Maintaining, coordinating and scheduling athletic fields, tournaments and park events
- Maintaining tennis/pickleball courts, horseshoes pits, volleyball courts, bike courses and skate parks
- Cleaning and repairing restrooms, playgrounds, shelters and dog parks

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- Snow removal on parking lots and sidewalks
- Cleaning and repairing graffiti and vandalism issues
- Irrigation system maintenance and repairs

Neighborhood and pocket parks provide a place for community members to recreate within proximity to their homes and are essential for providing facilities for youth sports activities including practices and scheduled play throughout the community. At today's dollars the neighborhood park system is valued at over \$95 million. This community investment and the high use of these parks by neighborhoods and youth sports groups require prudent stewardship and operational efficiencies to keep maintenance costs under control.

This Offer supports the following Strategic Objectives:

- CR 2.2 - Address infrastructure and amenity replacement and maintenance needs of trails, parks, cultural and recreation facilities while continuing the planned buildout of the parks and paved trail systems.
- HPG 7.8 - Evaluate the City's assets and infrastructure to most effectively prioritize funding that best maintains and protects those investments, while improving the customer experience.

54.3 Hard-Surface Trails Maintenance - Offer Type: Ongoing - Funded

2023 - \$391,045

2024 - \$403,965

Funding this offer provides maintenance for the 45 miles of City-owned hard-surface trails located throughout the community. Trails include the Spring Creek, Poudre, Fossil Creek, Power, Rendezvous, Redwood, Longview, and Front Range trails, and trail connectors to parks and neighborhood developments. The City's hard-surface trails are one of the most actively used recreation amenities provided by the City. They are also used for numerous running events throughout the year. The trails are a major transportation corridor for individuals commuting to work and part of the Safe Routes to Schools network.

Trail maintenance includes:

- Trail repairs
- Trash pick up
- Monitoring trails for debris and safety issues
- Repairing infrastructure, such as bridges and fencing
- Mowing
- Weed mitigation and control
- Snow removal
- Cleaning graffiti and repairing vandalism

Snow removal is prioritized for safety purposes, as well as to provide year round alternative transportation options. Trail costs also include printing and stocking map boxes and providing signs as needed along the trail system. Soft-surface trails run in conjunction with portions of the hard-surface trails. Soft-surface trails must be mowed and kept in safe condition for joggers, bicyclists and horseback riders where permitted.

Trails are the most highly used outdoor facilities within Fort Collins. This offer provides the needed resources to maintain the trails and keep them safe and usable for all community members to enjoy.

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This Offer supports the following Strategic Objectives:

- CR 2.2 - Address infrastructure and amenity replacement and maintenance needs of trails, parks, cultural and recreation facilities while continuing the planned buildout of the parks and paved trail systems.
- HPG 7.8 - Evaluate the City's assets and infrastructure to most effectively prioritize funding that best maintains and protects those investments, while improving the customer experience.

54.4 2.0 FTE Infrastructure Replacement Program Data Management - Offer Type: Enhancement - Unfunded 2023 - \$178,708 2024 - \$218,194

This offer will fund necessary resources and support for the Parks Infrastructure Replacement Program (IRP) to track more than 1,100 varied assets, valued at over \$200M. This tracking also supports the \$15M Parks operational funds and will assist with improving efficiency and training of 200+ full-time and seasonal staff.

Capacity to absorb asset management record-keeping and mapping is not feasible without additional staff. Therefore, this offer funds a GIS Analyst I position to assist with managing asset inventory and system analysis. This position will also provide additional GIS support to Parks Department operations for solutions such as snow removal mapping, data collection and mapping of Parks' private electrical infrastructure, etc. This model is replicating an effective approach implemented by Natural Areas. In addition, this offer includes software costs for an asset management/work order system and associated Data Analyst I. This model replicates effective approaches used in both Operation Services and Traffic Operations.

Connecting a work order management system to a comprehensive asset management solution allows staff to instantly access relevant service history, manuals, knowledge bases, spare parts inventory and training videos. By making all documentation, training materials and maintenance checklists available in one place, staff can streamline their processes. When performing inspections, they can efficiently submit an issue and the corrective work order to fix it. In addition, when using a software solution to manage all information about an asset, it becomes much easier to identify trends. Reports and dashboards are created that measure work order response times, asset repair costs, corrective maintenance requests, and more. This makes it much easier to visualize the information and see how the team is tracking against performance goals for the development of long term replacements and report out to key stakeholders.

This Offer supports the following Strategic Objectives:

- CR 2.2 - Address infrastructure and amenity replacement and maintenance needs of trails, parks, cultural and recreation facilities while continuing the planned buildout of the parks and paved trail systems.
- HPG 7.8 - Evaluate the City's assets and infrastructure to most effectively prioritize funding that best maintains and protects those investments, while improving the customer experience.

54.5 Infrastructure Replacement Program Enhancement - Offer Type: Asset Management-Enhanced - Funded 2023 - \$125,000 2024 - \$125,000

Funding this offer will provide necessary resources and support for the Parks Infrastructure Replacement Program (IRP) to begin to close the gap between necessary annual funding and current levels of funding. The Parks IRP repairs and renovates park assets throughout the existing park system. Additional funding for the program is necessary because funding has not kept pace with park land expansion and base level funding for this program has not significantly increased in nearly 30 years. The average age of existing parks is increasing, and minor repairs are being replaced with the need for costly, major renovations. Changes to required design elements such as updated safety guidelines, federal mandates such as the Americans with Disabilities Act (ADA), and green building codes have increased costs. Construction prices have dramatically increased.

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Initiated in 1993, this program supports repair and renovation of more than 1,000 park assets in component categories: buildings, fields, courts, structures, playgrounds, irrigation, hardscapes, and water conveyance. Priorities include health and safety concerns, regulatory mandates such as ADA, and updating resource intensive, outdated infrastructure.

If funded, possible projects and repairs include: Spring Canyon basketball court drainage and court repair; Spring Canyon volleyball court drainage; Edora East Restroom Replacement; Woodwest, Soft Gold and Freedom Square playground renovation; City Park and Buckingham basketball courts resurfacing; Creekside shelter renovation; and ADA improvements, asphalt parking lot repairs, and irrigation renovation projects at various parks. Other projects called out in specific offers could be funded via this offer if those offers are not accepted. Projects would be prioritized based on the results of the Parks 10 year Infrastructure Replacement Plan.

This Offer supports the following Strategic Objectives:

- CR 2.2 - Address infrastructure and amenity replacement and maintenance needs of trails, parks, cultural and recreation facilities while continuing the planned buildout of the parks and paved trail systems.
- HPG 7.8 - Evaluate the City's assets and infrastructure to most effectively prioritize funding that best maintains and protects those investments, while improving the customer experience.

54.6 Rolland Moore Park Infrastructure Replacement - Offer Type: Asset Management-Enhanced - Unfunded 2023 - \$0 2024 - \$2,878,500

Funding this offer replaces aging infrastructure at Rolland Moore Park to provide an improved level of service to the community. As a community park, this site provides services to neighbors and hosts both local and regional tournaments. This site also greatly supports recreation programming for both the City and key community partners, and provides recreational amenities for almost every age and ability. This offer renovates the deteriorating six court tennis complex and the existing playground. The park was built in 1983 and asset management issues related to the 39 year old facility are becoming very evident.

The Rolland Moore Racquet Complex includes two championship courts, three racquetball courts, one startup tennis court, and six tournament tennis courts. The six tournament courts are in poor condition and repairs cannot remediate asphalt at the end of its lifecycle. This project will include removing and renovating six tennis courts to post tension concrete and converting tennis court lighting to LED lights. The cost to replace the tennis courts and lighting will be \$1.5 million.

Children's play areas are a core service of the City's park system. Play areas of all sizes give children across Fort Collins the opportunity to explore, engage and enjoy the world around them. This aging playground is in dire need of renovation. Renovating the Rolland Moore playground will provide an accessible and equitable play area for this community park at a cost of \$1.75 million. In support of this work, an additional \$100,000 will be needed for necessary ADA upgrades to the park and design costs for the project are estimated at approximately \$250,000. By funding this offer, these amenities at Rolland Moore will return to the level of service that it has been in the past.

This Offer supports the following Strategic Objectives:

- CR 2.2 - Address infrastructure and amenity replacement and maintenance needs of trails, parks, cultural and recreation facilities while continuing the planned buildout of the parks and paved trail systems.
- HPG 7.8 - Evaluate the City's assets and infrastructure to most effectively prioritize funding that best maintains and protects those investments, while improving the customer experience.
- CR 2.1 - Provide diverse, inclusive and accessible recreation and cultural programs that drive attendance and cost recovery.

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54.7 Parks Hard Surface Trails Infrastructure Replacement - *Offer Type: Asset Management-Enhanced - Unfunded* 2023 - \$500,000 2024 - \$500,000

This offer will fund minor capital improvements to the City's paved trail system and support asset management of the paved trail system. The City's paved trail system supports a wide range of recreational users, as well as alternative transportation corridors throughout Fort Collins. However, there is currently no dedicated funding source for infrastructure replacement of paved trails.

Annual visitation along the trail system is currently exceeding 2.5 million visits. Parks' Trained Observer Program reports a continued need to address trail surface defects and increase trail user safety on an aging system that has been in place since the 1980s. Incidents of injuries to trail users are increasing related to heaving or shifting sections of trail, aging bridges, and tree debris on the trails. This offer will help improve the safety of the trails.

If funded, projects may include approximately 0.25 miles of trail replacement in various locations as determined by condition assessments, repairs to heaving due to trees and expansive soils along the Rendezvous Trail, conversion of asphalt to concrete on the Poudre Trail, various ADA improvements as recommended in the City's ADA Transition Plan, various pedestrian bridge inspections and repairs associated with a prioritized list of repairs from inspections, policy updates to the Paved Trails Master Plan, minor improvement work to trail underpasses, minor improvement work to fencing along trail corridors, minor signage work, and design work associated with improvements.

Community members strongly desire improvements to paved trails. In the 2021 Parks & Recreation Master Plan, Paved Trails ranked third in terms of what residents considered to be among their "top 3 most important" outdoor facilities (#1: Natural Areas/wildlife habitat, #2: Hiking Trails). These three were close in scores and were rated significantly higher than other items.

This Offer supports the following Strategic Objectives:

- CR 2.2 - Address infrastructure and amenity replacement and maintenance needs of trails, parks, cultural and recreation facilities while continuing the planned buildout of the parks and paved trail systems.
- HPG 7.8 - Evaluate the City's assets and infrastructure to most effectively prioritize funding that best maintains and protects those investments, while improving the customer experience.

54.8 Parks Landscape Conversion and Irrigation Infrastructure Replacement - *Offer Type: Asset Management-Enhanced - Unfunded* 2023 - \$65,000 2024 - \$645,000

This offer funds the replacement of the Landings Park irrigation system, turf to native grass conversion of a portion of the park, and outreach with neighbors to determine areas in which bluegrass turf can be converted to native grass areas. Based on the 2019 Parks Irrigation Master Plan, the Landings Park irrigation system was identified as the second largest potable irrigation system in the top 15 sites most in need of infrastructure replacement. Funding this offer provides the financial support to plan for and construct this project.

Benefits of irrigation renovations include implementation of best management practices for water conservation, water savings, improved plant health and decreased maintenance costs. Native grass areas within parks support passive recreation, exploration, creative play, and wildlife habitat, which greatly enrich our community. Personal health and well being and educational benefits can be enhanced by access to functional native or naturalized open spaces.

Renovating outdated irrigation systems is imperative for proper watering so that overspray can be reduced, and irrigation zones can reflect appropriate hydrozones for optimal plant health. Bluegrass turf to native conversions typically take three years with irrigation systems and tend to focus on passive areas of parks. Trees in native

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grass areas will have separate drip lines so that tree health can be maintained.

This Offer supports the following Strategic Objectives:

- CR 2.2 - Address infrastructure and amenity replacement and maintenance needs of trails, parks, cultural and recreation facilities while continuing the planned buildout of the parks and paved trail systems.
- ENV 4.5 - Protect and enhance natural resources on City-owned properties and throughout the community.

54.9	3.0 FTE Worker I, Parks for Parks and Trails Expansion - Offer Type: Enhancement - Unfunded	2023 - \$160,499
		2024 - \$211,163

Funding this offer provides support to expand the Parks Department's outside grounds maintenance for the parks and trails system.

Two additional neighborhood parks will have been constructed by Fall 2022. The parks are Traverse (newly completed) and Bucking Horse (Fall 2022). The trail additions will be a Poudre Trail Spur and the Mail Creek Trail. Additionally, the new trail portions will come with the Siphon Pedestrian Overpass and the Timberline Pedestrian Underpass.

Three classified positions, two vehicles and associated tools are necessary and will help reduce some hourly positions. Parks and trail maintenance requires technical expertise with interactive water features, pump systems, irrigation systems and hardscape repair. These positions also support Parks' snow removal operations in the winter. It is a year round, seven-days-a-week operation and needs appropriate staffing to meet those obligations. Classified staff are now spending more time hiring, training, managing and replacing hourly staff; these positions would help alleviate that burden, thus making the staff more efficient.

These classified positions are critical to providing consistent, high quality daily cleaning and maintenance expected in parks. With the changes in City policies regarding hourly employees, an hourly workforce is no longer a sustainable option and classified staff is needed. This is an opportunity to reach the high level of presentation and maintenance that residents expect of all properties associated with the organization.

Funding this position is imperative to sustaining an appropriate level of service in the parks system and creating a sustainable program into the future.

This Offer supports the following Strategic Objectives:

- CR 2.2 - Address infrastructure and amenity replacement and maintenance needs of trails, parks, cultural and recreation facilities while continuing the planned buildout of the parks and paved trail systems.
- HPG 7.8 - Evaluate the City's assets and infrastructure to most effectively prioritize funding that best maintains and protects those investments, while improving the customer experience.

54.10	1.0 FTE Park Technician for Playground Maintenance - Offer Type: Enhancement - Funded	2023 - \$65,696
		2024 - \$84,236

Funding this offer will add a 1.0 FTE Park Technician to the understaffed Playground Maintenance team in order to keep pace with playground inspections as the park system grows and designs become more intricate. There are 44 playgrounds inspected by Parks on a standard basis, and the information provided by those inspections informs decision-making on playground repairs and replacements.

The role of the Playground Inspector is to inspect, coordinate and/or perform safety audits; perform/coordinate maintenance on playground equipment; maintain proper

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documentation and record keeping; organize training and make presentations to Parks staff; identify, assess and assign tasks and responsibilities; make design recommendations to the Park Planning & Development Department; be the primary point of contact for the public and answer general questions; lead the Parks Playground Committee; and gain and maintain CPSI certification.

The program is guided by the 2017 Comprehensive Playground Risk Management Policy. Inspections are performed to maintain standard of care and to identify new hazards resulting from changes to playground environment due to wear, vandalism, breakage, weather impacts and other environmental concerns. Regular inspections extend the lifespan of equipment. The goal of inspections is to be proactive, not reactive. Inspections are performed on a recurring basis, at regular and continual intervals. A more ideal staffing level would be approximately 1 Technician per 24 playgrounds, having three days for inspections and leaving two days for projects and administrative tasks.

Play is essential for children's development. Play helps improve cognitive, social, physical and emotional well being and is an opportunity for caregivers to engage with children. Through play, children develop gross motor skills, interact socially, problem solve, share and resolve conflicts, and use their imagination. Benefits of play have been well documented.

This Offer supports the following Strategic Objectives:

- CR 2.5 - Ensure safety and access to and within in City parks, natural areas, paved trails, and cultural and recreation facilities for visitors and employees
- ECON 3.7 - Collaborate with local and regional partners to advance equitable and affordable childcare solutions.

54.11 Portable Stage Replacement - Offer Type: 1-Time Enhancement - Unfunded

2023 - \$250,000

2024 - \$0

This offer will fund the replacement of the existing portable performance stage. This stage is a key public asset used in public and private events throughout Fort Collins and neighboring communities.

The current portable stage was purchased in 2000. The Parks Department is responsible for the scheduling, setup and maintenance of this unit. This stage has provided an important centerpiece for community events such as 4th of July, Kids in the Park, FoCoMX Festival, Colorado Marathon, CSU Lagoon Series, Open Streets Events, City Employee Picnic, Walker Mfg. Hymn Sing, Larimer County Fair, Tour de Fat and many more. The stage has also been used in events in Wellington, Timnath, Loveland and Windsor.

The current stage is 22 years old. The condition of the stage continues to decline. The stage decking has been delaminating for several years. A patchwork of needed repairs has resulted in an unsightly presentation to the public. Repair costs for electrical, suspension and hydraulic systems continue to mount.

A new mobile stage offers the flexibility of providing an attractive, professional outdoor stage with weather protection wherever needed throughout the community. Fast, easy and safe setup makes it easy to host remote site events from dedications to performances.

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This Offer supports the following Strategic Objectives:

- CR 2.1 - Provide diverse, inclusive and accessible recreation and cultural programs that drive attendance and cost recovery.
- CR 2.3 - Expand opportunities to engage in arts and cultural programming throughout the community.
- NLSH 1.3 - Increase resident participation in income-qualified services and improve accessibility to City and community programs for low- and moderate-income households.

54.12 Wallenberg Spur Trail - Pedestrian Bridge Replacement Partnership - Offer Type: Asset	2023 - \$275,000
<i>Management-Enhanced - Unfunded</i>	2024 - \$0

Funding this offer provides the financial match to partner with The Quarry by Watermark development, located at Shields and Stuart streets, to replace an existing pedestrian bridge near Wallenberg Drive. The development agreement for The Quarry was approved on January 24, 2022. This agreement detailed a mutually beneficial partnership to improve pedestrian access to The Quarry and entry onto the Spring Creek Trail by designing and replacing the existing wooden pedestrian bridge in the floodplain with an improved steel and concrete pedestrian bridge that is raised above the floodplain. Improving this park asset will provide enhanced pedestrian connectivity that is more accessible, improve maintenance and snow removal operations, and greatly improve the lifecycle of this pedestrian bridge by changing from wood to steel.

This Offer supports the following Strategic Objectives:

- CR 2.2 - Address infrastructure and amenity replacement and maintenance needs of trails, parks, cultural and recreation facilities while continuing the planned buildout of the parks and paved trail systems.
- HPG 7.8 - Evaluate the City's assets and infrastructure to most effectively prioritize funding that best maintains and protects those investments, while improving the customer experience.

54.13 Fossil Creek Synthetic Turf Field Conversion - Offer Type: 1-Time Enhancement - Unfunded	2023 - \$420,000
	2024 - \$4,200,000

This offer will fund design and construction to replace the bluegrass turf athletic fields in the Fossil Creek Community Park oval with synthetic turf. Community parks are the most actively used parks in Fort Collins. They provide space for large events and unique facilities that neighborhood parks cannot accommodate. Fossil Creek Community Park (FCCP) was designed to provide a large turf space that offers team athletics a space to practice and play games. Unfortunately, due to poor water and soil quality, these fields have been underutilized. The Parks Department would like to propose synthetic turf fields in this area after years of attempting water, soil and turf improvement strategies with less than ideal success in order to improve recreational services for the community.

Renovating this area at FCCP would allow for several field configurations including the equivalent of two full-size soccer fields or six youth soccer fields. In addition, unique new amenities, like a cricket pitch, can also be added. The FCCP oval is approximately 6.5 acres, of which approximately 5 acres would be converted to synthetic turf.

This Offer supports the following Strategic Objectives:

- CR 2.1 - Provide diverse, inclusive and accessible recreation and cultural programs that drive attendance and cost recovery.
- HPG 7.1 - Provide world-class municipal services, while recognizing the importance of multi-sector relationships and partnerships at all levels.

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54.14 Parks Accessibility Improvements - *Offer Type: Asset Management-Enhanced* - Unfunded

2023 - \$500,000

2024 - \$500,000

Funding this offer will support the implementation of the City's Americans with Disabilities Act (ADA) Transition Plan on Parks sites. The City of Fort Collins completed an ADA Transition Plan of Parks and Natural Areas in 2021. The Parks Department specifically has nearly \$1M worth of improvements recommended in the plan. Of that \$1M, approximately \$500K relates to adding or modifying accessible routes and/or parking to be more inclusive and equitable.

In 2023, the City of Fort Collins Parks Department would like to move the recommendations in the plan forward by generating construction documents that can be used to build these routes and modify parking. Construction documents would be completed by a design consultant who would analyze each park site and provide recommendations on best layout and grading. This consultant would also assist with prioritizing work based on available funding. In 2024, the Parks Department would like to construct the prioritized improvements.

Improvements for ADA accessibility not only provide accessibility for people experiencing disabilities, but they also extend benefits to others as well; this is termed the curb cut effect. The curb cut effect asserts that an investment in one group can cascade out and up and be a substantial investment in the broader well being of everyone. For instance, curb cuts benefit not only people in wheelchairs, but also people pushing strollers or carts, wheeling luggage, riding bicycles, and even running/walking.

This Offer supports the following Strategic Objectives:

- CR 2.2 - Address infrastructure and amenity replacement and maintenance needs of trails, parks, cultural and recreation facilities while continuing the planned buildout of the parks and paved trail systems.
- HPG 7.8 - Evaluate the City's assets and infrastructure to most effectively prioritize funding that best maintains and protects those investments, while improving the customer experience.

54.15 Parks Infrastructure Replacement Program - *Offer Type: Asset Management-Ongoing* - Funded

2023 - \$631,600

2024 - \$631,600

This offer provides ongoing support for the current Parks Infrastructure Replacement Program (IRP), which is a core program that repairs and renovates park assets throughout the existing park system. Initiated in 1993, this program supports repair, replacement and renovation of more than 1,000 varied park assets within many different component categories, including buildings, fields, courts, structures, playgrounds, irrigation, sidewalks, asphalt and water related park components. The program prioritizes projects based on health and safety concerns and regulatory mandates such as the Americans with Disabilities Act (ADA). The program also looks for opportunities to replace outdated, resource-intensive infrastructure with more sustainable infrastructure that meets current codes and best management practices.

Typically, IRP completes 30 to 40 projects per year including playground renovations, court asphalt repairs and replacement, minor irrigation renovations, walkway and bridge replacement, lighting upgrades, park roadway and parking lot repairs and renovations, building renovations and improvements, fencing replacement, etc. With minimal funding increases in the program over the years and escalating construction costs, this program is currently funded at less than 10% of the annual need.

This program is essential to keeping park facilities and infrastructure safe and in usable condition. It also enhances infrastructure and supports growing demand in the parks. This program is imperative to preserving equity within the community to ensure that every household, regardless of the age of the neighborhood, has access to high quality parks.

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This Offer supports the following Strategic Objectives:

- CR 2.2 - Address infrastructure and amenity replacement and maintenance needs of trails, parks, cultural and recreation facilities while continuing the planned buildout of the parks and paved trail systems.
- CR 2.1 - Provide diverse, inclusive and accessible recreation and cultural programs that drive attendance and cost recovery.
- HPG 7.8 - Evaluate the City's assets and infrastructure to most effectively prioritize funding that best maintains and protects those investments, while improving the customer experience.

56.1 Operations and Maintenance of City Golf Courses - Offer Type: Ongoing - Funded

2023 - \$3,932,767

2024 - \$4,142,876

This offer will fund operation, maintenance and administration of the City-owned municipal golf courses (City Park Nine, Collindale and SouthRidge).

The municipal golf facilities provide high quality golfing amenities, including a variety of play options and pricing, quality grounds and infrastructure, full-service pro shops and concessions. The golf courses also provide access for cross-country skiing, disc golf, walking, and jogging during appropriate times. The golf course 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. The food and beverage services are 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 staff to operate the pro shops, outside services and restaurants.

City staff oversees golf course administration and maintenance functions, including mowing, fertilizing and irrigating the turf; repairing buildings and infrastructure; course setup; maintaining carts and equipment; and any other duties required to keep the courses in excellent condition for play. Golf course administration includes market analysis, Infrastructure Replacement Program, long- and short term planning, program development and administration, staffing, invoicing, debt servicing, community outreach and best management practice coordination.

This offer will provide golfing opportunities to all community members at an affordable price and enhances the overall quality of recreation options in Fort Collins.

This Offer supports the following Strategic Objectives:

- CR 2.1 - Provide diverse, inclusive and accessible recreation and cultural programs that drive attendance and cost recovery.
- CR 2.2 - Address infrastructure and amenity replacement and maintenance needs of trails, parks, cultural and recreation facilities while continuing the planned buildout of the parks and paved trail systems.
- HPG 7.1 - Provide world-class municipal services, while recognizing the importance of multi-sector relationships and partnerships at all levels.

56.2 Golf Player Assistant Pay - Offer Type: Enhancement - Funded

2023 - \$272,515

2024 - \$279,327

This offer will fund the contractual labor payment increases to Golf Professionals for fees associated with the required payment of Player Assistants.

In 2022, the Golf Division required the contracted golf professionals at all three of the City's golf courses to pay for Player Assistants on the golf course. In the past these positions were filled by volunteers that were reimbursed only with playing privileges. Recent changes in labor laws have required these individuals be paid for the work.

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Player Assistants are needed at the courses to greet guests, assist with player concerns on the course, maintain pace of play and help wash and set up golf carts for the guests.

The Golf Fund is an enterprise fund and receives no tax dollar support.

This Offer supports the following Strategic Objectives:

- CR 2.1 - Provide diverse, inclusive and accessible recreation and cultural programs that drive attendance and cost recovery.
- HPG 7.1 - Provide world-class municipal services, while recognizing the importance of multi-sector relationships and partnerships at all levels.
- ENV 4.5 - Protect and enhance natural resources on City-owned properties and throughout the community.

56.3 Golf Cart Path Extension, HVAC, and Refrigeration Replacement - Offer Type: Asset Management-Enhanced - Funded

2023 - \$188,620

2024 - \$0

This offer will fund the replacement of inefficient and at risk air conditioning and kitchen refrigeration units and to repair cart and walk paths on the golf course and clubhouse areas at Collindale Golf Course. Keeping the clubhouse at a comfortable temperature throughout the year is important for driving customers to the restaurant, pro shop, and banquet room. It is also important to keep the kitchen at a comfortable level for staff. The concrete surfaces need repair to ensure safe access for our guests.

Four of five air conditioning units at the Collindale clubhouse are original units installed in 2002. Currently, the units are frequently in need of repair and don't cool the areas within the clubhouse adequately. Typical air conditioning units of this size have a lifecycle of approximately 15 years. These units would be replaced with more energy efficient units and improved cooling capacity.

High annual repair and service costs of the walk in freezer and cooler units indicate the need to replace them.

The cart/walk paths around the clubhouse were not designed to accommodate the traffic flow Collindale Golf Course has been experiencing. Funding this offer would widen and repair the path around the back patio area to accommodate more traffic.

These projects will improve the guest experience. Guest satisfaction is the most important aspect for bringing return guests to the golf course and clubhouse. The cart path expansion and repair will also enhance safety, enable two way cart traffic, and reduce maintenance costs associated with traffic leaving the current concrete surface.

This Offer supports the following Strategic Objectives:

- CR 2.1 - Provide diverse, inclusive and accessible recreation and cultural programs that drive attendance and cost recovery.
- HPG 7.1 - Provide world-class municipal services, while recognizing the importance of multi-sector relationships and partnerships at all levels.

56.4 Golf Infrastructure Replacement Program - Offer Type: Asset Management-Enhanced - Funded

2023 - \$130,000

2024 - \$0

Funding this offer replaces the safety netting that is reaching its usable life. Netting on the golf courses was primarily installed between 2000 and 2004. The project is requesting use of Golf Fund Reserves to pay for the improvements.

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Safety netting in the Rocky Mountain Region typically lasts between 15 to 20 years. Netting is susceptible to UV degradation in addition to other environmental factors including weather, tree branches, and irrigation. The netting is becoming very brittle due to UV degradation and impacts from irrigation water. The potential for a catastrophic failure of large sections of the net due to a weather event has become very high.

This project is needed to safely protect automobiles and pedestrians who travel along the neighboring streets and public areas adjacent to the golf course.

This Offer supports the following Strategic Objectives:

- CR 2.1 - Provide diverse, inclusive and accessible recreation and cultural programs that drive attendance and cost recovery.
- CR 2.2 - Address infrastructure and amenity replacement and maintenance needs of trails, parks, cultural and recreation facilities while continuing the planned buildout of the parks and paved trail systems.
- HPG 7.1 - Provide world-class municipal services, while recognizing the importance of multi-sector relationships and partnerships at all levels.

57.1 Memorial Parks - Offer Type: Ongoing - Funded

2023 - \$864,664

2024 - \$898,323

This offer funds operation and maintenance of the City's Cemetery Division within the Parks Department.

Operations include office functions, site maintenance, historical record-keeping, sales of burial spaces and memorialization services at Grandview and Roselawn cemeteries. Maintenance of the cemetery grounds include preparing memorial sites for interments, setting headstone foundations, irrigation, mowing, trimming and overall care of the property. This offer also includes the Perpetual Care Fund.

A portion of each sales fee is collected for the Perpetual Care Fund. Interest earnings from these fees are used to fund, in perpetuity, a portion of ongoing maintenance of the cemetery grounds.

This offer provides an essential service to the community and honors generations of Fort Collins community members. Supporting events have included Memorial Day Celebrations, Wreaths Across America and the Cemetery Stroll.

This Offer supports the following Strategic Objectives:

- CR 2.2 - Address infrastructure and amenity replacement and maintenance needs of trails, parks, cultural and recreation facilities while continuing the planned buildout of the parks and paved trail systems.
- HPG 7.8 - Evaluate the City's assets and infrastructure to most effectively prioritize funding that best maintains and protects those investments, while improving the customer experience.

57.2 Memorial Parks Equipment Replacement - Offer Type: 1-Time Enhancement - Funded

2023 - \$110,000

2024 - \$0

Funding this offer will allow the Cemeteries Division to replace a critical piece of equipment using Cemetery Reserves that are outside of the annually budgeted operations and maintenance.

The equipment requested for replacement in 2023 is a 1995 John Deere Backhoe. This is a vital piece of equipment to the cemetery operations. This unit is required to prepare full interment sites for full casket burials at Roselawn Cemetery, load materials, repair and grade roads, as well as for miscellaneous construction or landscape

CULTURE AND RECREATION

projects. The current backhoe at Roselawn is a 1995 model and is overdue for replacement per the Fleet Department's scoring system, mostly due to age and the cost associated with repairs and maintenance.

This unit is critical for providing the high level of service that the community has come to expect from the Cemetery Division.

This Offer supports the following Strategic Objectives:

- CR 2.2 - Address infrastructure and amenity replacement and maintenance needs of trails, parks, cultural and recreation facilities while continuing the planned buildout of the parks and paved trail systems.
- HPG 7.8 - Evaluate the City's assets and infrastructure to most effectively prioritize funding that best maintains and protects those investments, while improving the customer experience.

57.3 Memorial Park Infrastructure Replacement and Master Plan Update - Offer Type: 1-Time Enhancement - 2023 - \$113,000 Funded 2024 - \$0

This offer provides funds to retrofit the Grandview Cemetery irrigation pump station, which has multiple failing components. The computer software is outdated and does not communicate properly. The filtration is not up to date and adequate, and the pumps need rebuilding. By updating the filtration, cost savings are anticipated in both labor and materials. Excess deposits and debris are traveling through the raw water sprinkler system and causing the industrial sprinkler heads to fail prematurely. Current annual sprinkler head replacement costs are in excess of \$5,300. Funding this infrastructure replacement will support sustainability with infrastructure, energy and costs associated with water management.

Funding this offer will also update Roselawn's Master Plan. The updated Master Plan will provide direction for the future of this cemetery by evaluating Roselawn Cemetery's current state and giving framework to its future. As Grandview Cemetery continues to fill, Roselawn Cemetery is the future of the Cemeteries Division.

The plan will include conceptual design for the entry gateway into Roselawn Cemetery, which will greatly enhance and improve the "curb appeal" of Roselawn. This will create a more welcoming entrance into the cemetery. In addition, this provides an opportunity to present options and receive feedback in a public open house setting. A dialogue with the community is necessary to receive the diverse feedback concerning the plan and build-out of Roselawn Cemetery. Roselawn Cemetery is located on 29 acres of ground and is currently 58% developed. 16 acres are plotted out for grave spaces and roads and the maintenance shop sits on roughly one acre. This leaves plenty of space for enhancements and future development.

This Offer supports the following Strategic Objectives:

- CR 2.2 - Address infrastructure and amenity replacement and maintenance needs of trails, parks, cultural and recreation facilities while continuing the planned buildout of the parks and paved trail systems.
- HPG 7.8 - Evaluate the City's assets and infrastructure to most effectively prioritize funding that best maintains and protects those investments, while improving the customer experience.

60.1 Recreational Trail Development - Offer Type: Capital Project - Funded 2023 - \$2,516,404 2024 - \$800,763

Funding this offer will continue the design and construction of new paved recreational trails throughout Fort Collins, as outlined in the 2013 Paved Recreational Trail Master Plan. The timing and sequence of new paved trail projects are often completed in conjunction with other projects, such as new developments that include a trail identified in the master plan, or a street or highway improvement project involving a proposed trail. This approach provides an efficient means to deliver new trail projects

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and limits disturbances to surrounding neighbors by consolidating design and construction efforts. Using this approach, paved trail projects are often constructed when opportunities arise rather than in a predetermined sequence.

Trail projects are typically completed in two phases – design and construction. In this budget cycle, the following trail projects are anticipated, but subject to change based on other opportunity projects that may arise:

- Mail Creek Trail: Completion of the Mail Creek Trail connection between Kinard Core Knowledge Middle School and the Power Trail. Multiple projects are underway as part of this effort that contribute to the trail completion including a pedestrian overpass at the railroad tracks and a new pedestrian underpass at Timberline.
- Poudre Trail at I 25: Completion of all or a portion of the remaining Poudre Trail between Laporte and Greeley, including crossing I 25. This is a collaborative project among several agencies, including CDOT, Larimer County, Timnath, Windsor and Fort Collins.
- Paved Trail Master Plan Update: Update to the 2013 Paved Recreational Trail Master Plan, providing a road map for planning, design and implementation of the popular recreational paved trail system.
- Development Partnership Opportunities: The City may negotiate cost-share arrangements with developers for the construction of paved trails associated with new developments.

This Offer supports the following Strategic Objectives:

- CR 2.2 - Address infrastructure and amenity replacement and maintenance needs of trails, parks, cultural and recreation facilities while continuing the planned buildout of the parks and paved trail systems.
- HPG 7.8 - Evaluate the City's assets and infrastructure to most effectively prioritize funding that best maintains and protects those investments, while improving the customer experience.

60.2 Neighborhood Park Development - Offer Type: Capital Project - Funded

2023 - \$3,798,469

2024 - \$3,832,614

Funding this offer continues the development of the City's neighborhood park system per the Council-adopted 2021 Parks and Recreation Master Plan. Neighborhood Parks are smaller parks, typically 5 to 10 acres in size, and designed primarily to serve the needs of neighbors within approximately one square mile.

Staff will work with landowners and developers to acquire park sites, acquire raw water sources for irrigation when available, develop detailed construction drawings and specifications for park development, and oversee construction of new parks. Neighborhood parks are funded by a one time impact fee on new residential units within Fort Collins. These fees can only be used for neighborhood park development.

It is typical for neighborhood park development to occur over an extended period, with purchase of land and raw water occurring first, followed by design and development of the park, often occurring years later after sufficient impact fee revenues have been collected. In this budget cycle, the following neighborhood park projects are anticipated, but subject to change based on other opportunities that may arise:

- Pre development efforts, including land and raw water acquisitions, for a future neighborhood park.
- Design and construction of a new neighborhood park, likely Bacon Park, located in south Fort Collins near Bacon Elementary School. An official name for the park has not yet been determined, and the name Bacon Park is used as a placeholder.

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This Offer supports the following Strategic Objectives:

- CR 2.2 - Address infrastructure and amenity replacement and maintenance needs of trails, parks, cultural and recreation facilities while continuing the planned buildout of the parks and paved trail systems.
- HPG 7.8 - Evaluate the City's assets and infrastructure to most effectively prioritize funding that best maintains and protects those investments, while improving the customer experience.

60.3 Community Park Development - Offer Type: Capital Project - Funded

2023 - \$758,838

2024 - \$113,773

Funding this offer continues the development of the City's community park system per the Council-adopted 2008 Parks and Recreation Policy Plan. Community parks are typically 50 100 acres in size and designed primarily to serve the needs of neighbors within approximately four square miles, although community parks are intended to be a destination for all residents.

Development of community parks includes land purchase, acquisition of raw water for irrigation (if available), and park design and construction. Community parks are funded by a one time impact fee on new residential units within Fort Collins, which can only be used for development of community parks. It is typical for community park development to occur over an extended period, with purchase of land and raw water occurring first, followed by design and development of the park, often occurring years later after sufficient impact fee revenues have been collected.

During this budget cycle, the following community park development effort is planned:

- Pre development of the East Community Park site, located near the intersection of Drake and Ziegler. As provided in the 2021 Parks & Recreation Plan, East Community Park is a new community park planned for the east side of the city. Although the park is still many years away from construction, there is a need to complete some pre development park efforts now, including the acquisition of raw water shares, stockpiling fill dirt, preliminary analysis of raw water storage options, site detention and stormwater capacity analysis of adjacent channels. In addition, continued coordination and planning is needed with adjacent development activity to accommodate future park access, utilities, trails and infrastructure.

This Offer supports the following Strategic Objectives:

- CR 2.2 - Address infrastructure and amenity replacement and maintenance needs of trails, parks, cultural and recreation facilities while continuing the planned buildout of the parks and paved trail systems.
- HPG 7.8 - Evaluate the City's assets and infrastructure to most effectively prioritize funding that best maintains and protects those investments, while improving the customer experience.

60.4 Master Planning Existing Parks - Offer Type: Enhancement - Unfunded

2023 - \$25,000

2024 - \$25,000

This offer allows the Park Planning & Development Department to selectively begin preparing master plans for parks, as recommended by the 2021 Parks & Recreation Master Plan. Master plans will provide a road map for future improvements by providing a framework for future funding needs and implementation of the improvements over time. Goals, Actions and Methods in the plan that reference the need for master plans include:

Goal 1: Provide equitable access to parks.

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Action 1.1: Expand the usability of parks

- Method 1.1.2: Ensure that every park has a framework plan to identify the intended uses and in what areas of the park those intended uses are meant to occur
- Method 1.1.3: Comprehensively evaluate the design and function of parks on a regular basis using the plan's design guidelines to determine if they need to be refreshed.
- Method 1.1.4: Develop master plans for all parks in need of a major refresh.
- Method 1.1.5: Seek opportunities to enlarge or add space for community gardens and urban agriculture in parks.

Planning efforts in existing parks are needed in response to deficiencies identified in the new Parks Asset Management Plan, which is nearing completion.

This plan categorizes each park asset based on its condition to determine prioritization of replacement. Parks with many identified deficiencies require planning and design efforts from the Park Planning & Development team prior to addressing these deficiencies, to provide equitable park experiences for users by incorporating current park amenities into the park as outlined in the Parks & Recreation Master Plan. These planning efforts need to occur prior to replacing park amenities that are no in accordance with current park design guidelines, so that when the asset is ready for replacement, a plan is in place to guide the improvement project.

This Offer supports the following Strategic Objectives:

- CR 2.4 - Identify criteria, process, and funding options to revitalize neighborhood and community parks to meet modern design standards, per the newly adopted 2021 Parks and Recreation Plan.
- HPG 7.8 - Evaluate the City's assets and infrastructure to most effectively prioritize funding that best maintains and protects those investments, while improving the customer experience.

60.5 Build Community Garden in Traverse Park - Offer Type: Capital Project - Unfunded

2023 - \$140,000

2024 - \$0

The Community Gardens in Parks (CGIP) program launched in 2013 and has since grown to 160 garden plots at eight locations around the community including the Gardens on Spring Creek (The Gardens), the Senior Center, and six community and neighborhood parks. Community demand for garden plots continues to exceed supply available with over 60 people on the 2022 waitlist. Because of the high demand, the program is not advertised.

Community gardens were ranked as one of the top five priorities for outdoor facilities in a survey of residents conducted as part of the 2021 Parks & Recreation Plan update. A level of service analysis provided in the plan indicates the need for an additional 109 garden plots by 2040. To provide community garden access within a five minute drive for all residents, new community gardens are recommended in the northeast, east and south sections of the city.

In 2021, the City's newest neighborhood park was constructed in the Trail Head neighborhood. As part of the community outreach effort for this park, residents indicated a preference for a community garden in the park. Because there were not sufficient resources available for operations and oversight of the community gardens through CGIP, the garden was not added, but necessary infrastructure was installed so a garden could be added at a future date.

The Gardens currently employs one part time hourly staff person to oversee administration of the CGIP program. This work includes contracting all plots for the growing season, managing annual gardener orientations, ensuring policies are being followed throughout the growing season, scheduling and overseeing gardener workdays and cleanups, etc. The capacity of this part time employee is maxed with the existing 160 plots at eight sites. To begin meeting community need and grow the program as outlined in the Parks & Recreation Master Plan, The Gardens is requesting funding to make this a full time position.

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This Offer supports the following Strategic Objectives:

- CR 2.4 - Identify criteria, process, and funding options to revitalize neighborhood and community parks to meet modern design standards, per the newly adopted 2021 Parks and Recreation Plan.
- CR 2.3 - Expand opportunities to engage in arts and cultural programming throughout the community.

60.6 9/11 Memorial at Spring Park - *Offer Type: Capital Project - Unfunded*

2023 - \$303,030

2024 - \$0

In the aftermath of September 11, 2001, Colorado Task Force 1 Urban Search and Rescue, a federal disaster response team, deployed 64 Coloradoans—including nine firefighters from Poudre Fire Authority (PFA)—to New York City to assist with urban search and recovery.

The 9/11 Memorial Park will be an open air, community-wide park to honor the events of September 11th, 2001. Symbolism and history will serve as a backdrop for a World Trade Center artifact to create a living memorial and to provide visitors ample opportunity for reflection. It will be located in Midtown adjacent to Spring Park, 2100 Mathews Street.

As the centerpiece of the memorial, a 3,059 pound steel I beam rests above pools of cascading water surrounded with angular seating blocks, reminiscent of “the pile” from which the steel was recovered. Turf steps edged in steel provide seating areas along two sides of the memorial, creating a place for quiet contemplation.

The memorial is a tribute to first responders and those who serve. It honors Northern Colorado’s local role in the historic events that shape our nation. Currently, this meaningful artifact rests at the Poudre Fire Authority Training Center, with limited public access, waiting permanent installation.

To date, community donors have contributed \$200,000 toward the construction of this memorial. This is an ongoing fundraising campaign, and this offer provides \$300K toward the estimated total project budget of \$650K, which allows Park Planning & Development to complete the design and begin construction while City Give continues to fundraise the remaining amount, which is a very feasible fundraising goal. Community fundraising is supported by a committee of passionate volunteers, advocates, first responders and residents—many who were personally touched by the tragic events of 9/11.

Classroom materials for ages K-12th grade have been developed in partnership with Poudre River Public Library District and distributed through PSD.

This Offer supports the following Strategic Objectives:

- CR 2.3 - Expand opportunities to engage in arts and cultural programming throughout the community.

60.8 City Park Train and Tennis & Pickleball Court Improvements - *Offer Type: Capital Project - Unfunded*

2023 - \$0

2024 - \$5,100,000

This offer provides improvements to City Park, based on a master plan prepared for the park in 2019. Park improvements include new tennis and pickleball courts and integration of the new City Park Train in a new location, providing a safer experience for train users. Fabrication of the train engine, caboose, and passenger car are funded and nearly complete. This offer provides the additional funding necessary for the train track installation and associated infrastructure improvements, including demolition, grading, drainage, utility adjustments, and tree protection for the historic City Park trees.

The project can be completed in full or can be implemented over time as a series of smaller phased projects. If it is implemented in a series of smaller phased projects,

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the overall total cost will exceed the cost of completing the project in one phase due to efficiencies gained in both design and construction.

This Offer supports the following Strategic Objectives:

- CR 2.2 - Address infrastructure and amenity replacement and maintenance needs of trails, parks, cultural and recreation facilities while continuing the planned buildout of the parks and paved trail systems.
- HPG 7.8 - Evaluate the City's assets and infrastructure to most effectively prioritize funding that best maintains and protects those investments, while improving the customer experience.

61.1 Community Services Administration and Technology Support - *Offer Type: Ongoing - Funded*

2023 - \$659,975

2024 - \$689,125

Funding this offer will provide leadership, management, and IT support for Community Services. This includes the administrative functions of the Community Services Director, Financial Manager for Community Services and the IT support for various business applications and technologies used exclusively by the Cultural Services, Parks, Recreation and Natural Areas departments.

The Community Services Director manages more than 400 FTE positions and a budget of more than \$59 million, overseeing Cultural Services (Lincoln Center, Museum of Discovery, Art in Public Places, Fort Fund), Recreation, Parks (Parks, Cemeteries, Forestry, Golf), Park Planning & Development, and Natural Areas. The position provides leadership and guidance to the service area and is a member of the Executive Lead Team (ELT). This position represents the service area departments at ELT and City Council.

The Financial Manager oversees the Parks Department finances, supervises finance employees within the other Community Service Departments, acts as liaison between Community Services and the Finance Department, and provides financial support and analysis for the Community Services Director.

The Community Services Technology Team consists of two Analyst II, Apps Software positions. This team supports infrastructure and technologies that are business critical to the Community Services departments. Departmental information systems include RecTrac, WebTrac, GolfTrac, Altru (Cultural Management systems), EMS (Event Management System), ShoWare Venue Ticketing, IriSBG, Stone Orchard Cemetery Management, Integrated and Standalone Credit Card Processing, and numerous specialized systems for Museum exhibits, irrigation systems controls, Video Security, Digital Signage, Theatrical Systems, Electronic Time Keeping, Points of Sale, TimeClock Plus and Free Public Wi Fi.

The positions in this offer are integral and necessary for the success of the departments in Community Services.

This Offer supports the following Strategic Objectives:

- CR 2.1 - Provide diverse, inclusive and accessible recreation and cultural programs that drive attendance and cost recovery.
- HPG 7.1 - Provide world-class municipal services, while recognizing the importance of multi-sector relationships and partnerships at all levels.
- CR 2.3 - Expand opportunities to engage in arts and cultural programming throughout the community.

61.4 Community Services Master Plan - *Offer Type: 1-Time Enhancement - Unfunded*

2023 - \$0

2024 - \$150,000

This offer will fund a Master Plan for the entire Community Services area, which includes Cultural Services, Natural Areas, Recreation, Parks, and Park Planning &

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Development. There are currently separate master plans that focus on departmental missions and visions, including a Natural Areas master plan (2014), FoCo Creates Art & Culture master plan (2019) and ReCreate Parks and Recreation master plan (2021).

As Community Services becomes more strategic and focused on integration and innovation, there is a need for more comprehensive vision to maximize potential synergies and efficiencies. These could be unlocked by planning at a higher level and including more comprehensive community engagement.

In addition to a robust current portfolio, Community Services has many significant capital projects remaining to reach build-out. Notable projects include the Southeast Community Innovation Center, two community parks, and 15 20 neighborhood parks. Additionally, the Natural Areas department will face increasing complexity in acquiring and conserving land, with fewer appropriate parcels remaining.

A comprehensive, over arching master planning process would also create new opportunity for community outreach and engagement. Historically, people of color and indigenous communities, renters, and people from low income backgrounds have been underrepresented in civic processes and the engagement for this master plan would seek to break that cycle and allow for inclusive, relevant, and meaningful strategies on how to best serve our community.

This Offer supports the following Strategic Objectives:

- CR 2.2 - Address infrastructure and amenity replacement and maintenance needs of trails, parks, cultural and recreation facilities while continuing the planned buildout of the parks and paved trail systems.

61.5 1.0 FTE Community Services Deputy Director - Offer Type: Enhancement - Unfunded

2023 - \$0

2024 - \$197,090

This offer will fund Community Services Area leadership. Community Services is one of the few service areas that doesn't have a deputy director role and is also the largest Service Area outside of Utilities based on personnel. Community Services consists of six departments, with over 400 FTE positions and up to 1,000 individual employees during peak staffing seasons. The departments in Community Services span:

- Community Services Administration and Technology Support
- Cultural Services
- Natural Areas
- Parks
- Park Planning & Development
- Recreation

This 1.0 FTE position would support the Community Services director in achieving high outcomes for professional development and talent growth, strategic development executive sponsorship and logistical support. The Community Services director is the only service area leader that lacks both a deputy director and a dedicated admin position. Assisting this director will enable that position's time to achieve higher strategic outcomes and ensure appropriate staffing levels for the executive function across Community Services area.

This Offer supports the following Strategic Objectives:

- CR 2.1 - Provide diverse, inclusive and accessible recreation and cultural programs that drive attendance and cost recovery.

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61.6 Community Services Summer Programming & Outreach - Offer Type: Enhancement - Unfunded

2023 - \$64,186
2024 - \$40,186

This offer will fund a summer programming and outreach program across Fort Collins administered by the Community Services Area. There is a gap in low barrier summer programming that can build community and create healthy opportunities for community members while fostering a sense of belonging.

A summer programming series would include a concert and movie series to be conducted in local neighborhoods and parks. This would include encouraging local talent by hiring performance artists for daytime concerts, and also conducting community outreach to select a movie that would begin after the concert. This expands opportunities for neighbors to connect and experience local amenities, while fostering a sense of belonging. This is a way to foster community and meet people where they are while reducing barriers to engagement and promoting ongoing City services.

This offer includes the startup costs for summer concert and movie programming, including a projector, screen, sound system, and silent generator, as well as ongoing costs including hourly employees to administer the program and engagement.

This offer also includes expanding the 2022 pilot of the FC Youth PlayPass to an ongoing program, which enables community members to purchase a single pass, valid from Memorial Day to Labor Day for children up to age 17. The pass provides a single purchase to unlock access to Community Services amenities such as visits to the Gardens on Spring Creek, the Fort Collins Museum of Discovery, range access at City-operated golf courses, and visits to recreation facilities including the Farm.

This offer will also provide backfill to facilities for the revenues that are foregone by honoring the FC Youth PlayPass and for the low income qualified purchases of the pass below retail rate.

This Offer supports the following Strategic Objectives:

- CR 2.1 - Provide diverse, inclusive and accessible recreation and cultural programs that drive attendance and cost recovery.

61.7 1.0 FTE Community Services Communication and Marketing - Offer Type: Enhancement - Unfunded

2023 - \$214,924
2024 - \$95,068

This offer will create a service area-wide communications experience for the Community Services Area. Community Services includes Cultural Services (Carnegie Center, Gardens on Spring Creek, Lincoln Center, Museum of Discovery), Natural Areas, Recreation, Parks, and Park Planning & Development. Currently, community members do not have a central way to engage with the service area and the experience to find and engage an appropriate staff member can be challenging.

Funding will establish a staff position to administer a one stop phone number for Community Services, websites to enable better accessibility with programming at the Gardens on Spring Creek and the Lincoln Center, improvements to Recreation's programming brochure, The Recreator, as well as other relevant business support.

Currently, community members can become confused or frustrated with how to access various parks, recreation, or cultural programming. With a single phone number solution we can reduce barriers for community members to access our current service offerings. Similarly, the Recreator programming guide can be upgraded to transform the user experience from informational to inspirational. Additional communication funding will also allow for more placement and promotion in third-party marketing channels. Recreation currently exceeds national cost recovery rates by 2x, so expanding audiences could result in additional revenue opportunities.

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This Offer supports the following Strategic Objectives:

- CR 2.3 - Expand opportunities to engage in arts and cultural programming throughout the community.

61.8	Mural at Edora Pool Ice Center (EPIC) - Offer Type: 1-Time Enhancement - Unfunded	2023 - \$100,000
		2024 - \$0

Funding this offer will commission three murals that will activate and enhance the public spaces at Edora Pool Ice Center (EPIC).

The murals will add to the visitor experience, adding vibrancy and visual interest to the community spaces. The murals will become a focal point that is easily seen from each of the viewing stands in the pool area and both skating rinks. There will be the option to replace or revitalize the murals in the future during regular facility maintenance.

EPIC staff will work with the Art in Public Places (APP) program to select and commission three artists to create original murals for these blank walls. The selected artists will develop the concepts for the murals with the EPIC Project Team. The final mural concepts will be approved by the APP Board and City Council.

This Offer supports the following Strategic Objectives:

- CR 2.3 - Expand opportunities to engage in arts and cultural programming throughout the community.

61.9	Community Services Mobile Playground - Offer Type: Enhancement - Unfunded	2023 - \$38,949
		2024 - \$31,449

This offer will fund a program for mobile recreation and play in Fort Collins. Similar programs have been successful in neighboring communities, including Loveland, Windsor and Greeley, and are an agile way to offer recreational opportunities to communities that are not well served by existing infrastructure. The offer includes equipment and supplies (which may include sports equipment, lawn games, and toys), a vehicle for transportation and equipment storage, and hourly staffing to run programming from Memorial Day to Labor Day.

This program will allow Community Services to meet people where they are and will allow for additional exposure and trust building with currently underserved communities. The mobile playground will bring fun and games, and by encouraging play, we will also encourage a sense of community and increased wellness. A mobile playground is also well suited to providing family-friendly amenities at community gatherings, such as festivals and other outdoor summer events. Program staff would build partnerships with local entities such as school districts, food banks, and/or low income housing providers to increase community awareness of Fort Collins parks and recreation opportunities.

A mobile playground can be set up at food distribution events, such as where school districts serve summer meals, to reach diverse and underserved populations and reduce barriers to participation in recreation programming. This fun approach to community outreach can drive lifelong participation in recreation and promote healthier lifestyles, particularly in areas that lack other amenities.

This Offer supports the following Strategic Objectives:

- CR 2.1 - Provide diverse, inclusive and accessible recreation and cultural programs that drive attendance and cost recovery.



Economic Health

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



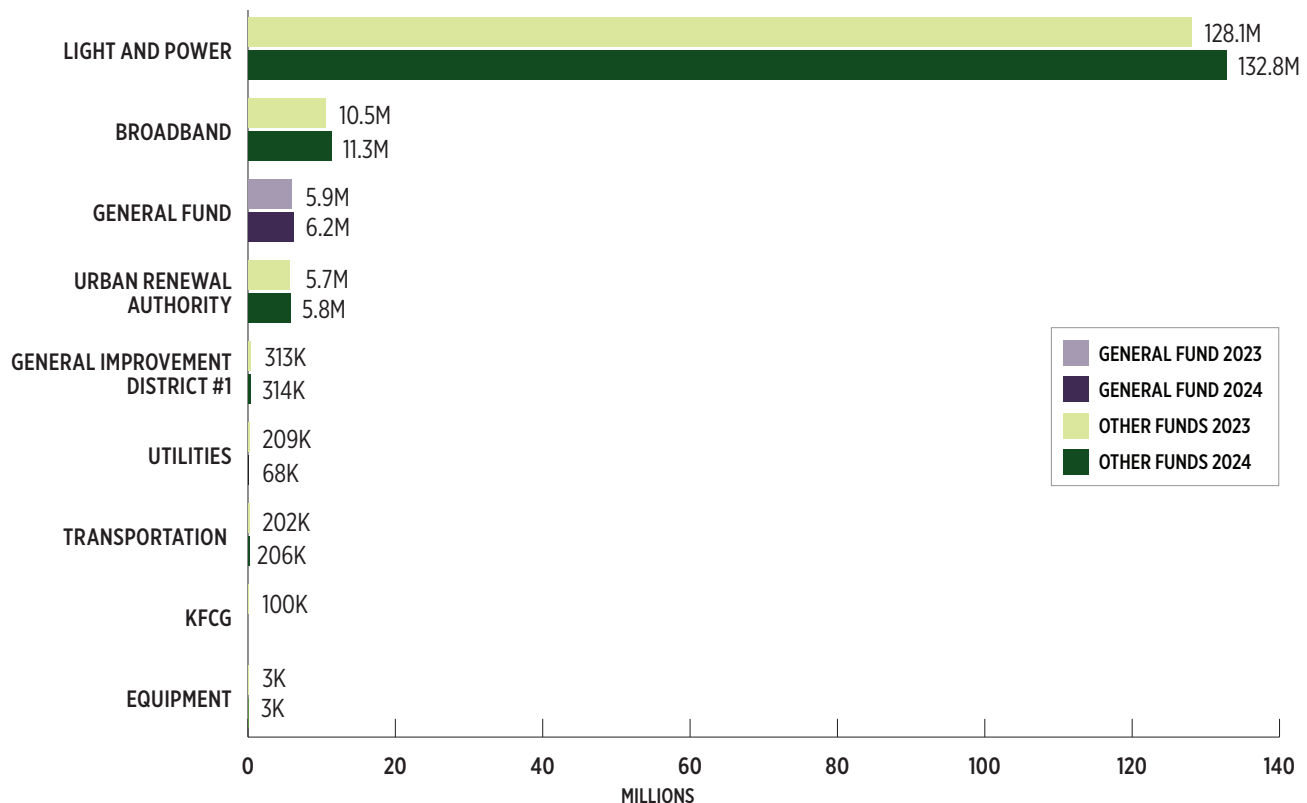


Economic Health

2023 General Fund & Other Funds – \$151.0 M

2024 General Fund & Other Funds – \$156.7 M

- Business Support
- Electric
- Broadband
- Urban Renewal Authority



OVERVIEW

The Economic Health Outcome funds a package of programs and services that support the Economic Action Plan. It also funds the electric and telecommunication utility systems. The strategic objectives for Economic Health, as outlined in the 2022 Strategic Plan, are as follows:

- 3.1 Collaborate with local and regional partners to achieve economic resilience in Northern Colorado.
- 3.2 Work with key partners to grow diverse employment opportunities in the community.
- 3.3 Support local businesses by engaging in opportunities for business revival with a focus on the Recovery Plan.
- 3.4 Utilize tools and partnerships to leverage infill and redevelopment opportunities to achieve development consistent with City Plan and supporting the City's broader strategic objectives.
- 3.5 Invest in and maintain utility infrastructure and services while ensuring predictable utility rates.
- 3.6 Deliver exceptional broadband services while finding innovative ways to leverage the network in the city and in the region.
- 3.7 Collaborate with local and regional partners to advance equitable and affordable childcare solutions.

KEY PURCHASES

- Economic Health program leadership
- Urban Renewal Authority Operations
- Electric utility purchased power and operations

- Broadband utility operations
- Downtown landscaping, flowers and maintenance
- Downtown Holiday Lighting
- Convention and Visitor Services

Enhancements and Positions Added*

Offer #	Offer Title	Primary Strat. Obj.	2023	2024
2.13	Utilities: Light & Power Circuit 638 Extension and Circuit 608 Contingency	3.5	465,000	0
2.14	Utilities: Light & Power Install Circuit 628	3.5	0	1,730,000
2.15	Utilities: Light & Power - Advanced Metering Infrastructure Equipment and Technology Upgrade - Phase 3	3.5	508,000	0
2.16	Utilities: Light & Power - Utility Network Migration & ADMS Enhancements	3.5	830,000	250,000
2.18	Utilities: Light & Power - Disaster Recovery Site Improvements - Phase 2	3.5	256,500	0
2.19	Utilities: Light & Power System Relocations Due to Road, Intersection and Alley Improvements	3.5	400,000	400,000
2.23	Utilities: Light & Power - 1.0 FTE increase from 0.5 FTE for Warehouse Business Support	3.5	36,680	38,364
2.25	Utilities: Light & Power - Asset Register and Work Management System Upgrades	3.5	400,000	380,000
14.7	2.0 FTE - Sales Specialist Connexion	3.6	132,402	175,277
14.9	1.0 FTE - Technical Project Manager, Connexion Network Operations	3.6	92,794	97,015
14.10	2.0 FTE - Connexion Network Engineering	3.6	219,882	229,870
14.11	Network Edge Defense Platform - Dynamic Denial of Service (DDoS) Protection	3.6	45,000	0
14.14	1.0 FTE - Connexion Network Engineer, Intergovernmental Agreement (IGA) Scope	3.6	124,329	130,145
14.15	1.0 FTE - Technician II, Connexion	3.6	73,241	76,579
26.2	Engineering Support for Small Cell Part-Time Hourly Positions	3.6	79,730	81,723
33.5	Use and Business Personal Property Tax Rebates	3.2	66,351	42,120
33.7	ARPA 3.0 FTE Contractual - Multicultural Business and Entrepreneurship Center and Portal (Inclusive Business Support)	3.3	443,523	492,483
33.11	1.0 FTE Economic Lead Specialist Capital Project Business Liaison and Program	3.3	282,306	311,627
45.2	ARPA - 1.0 Contractual FTE & Childcare System Support	3.7	477,525	498,598
55.3	1.0 FTE Technician, Parks - Downtown Horticulture	3.3	61,251	81,563
TOTAL:			\$4,994,514	\$5,015,364

* Some Offers listed as 'Enhancements' may have been funded in prior budget cycles but, were not included in Ongoing Offers.

Drilling Platform - Ranked Offers by Outcome

Budget Years: 2023 - 2024

ECONOMIC HEALTH - 2023

Rank	Offer # & Name	Offer Cost Total	Offer Funding			
			GENERAL FUND Dedicated	Ongoing	OTHER FUNDS	RESERVES
Not Ranked	2.1 - Utilities: Light & Power - Wholesale Purchased Power Offer Type: Ongoing	102,000,000	0	0	102,000,000 <i>Light & Power</i>	0
Not Ranked	2.2 - Utilities: Light & Power - Core Operations Offer Type: Ongoing	10,960,421	0	0	10,960,421 <i>Light & Power</i>	0
Not Ranked	2.3 - Utilities: Light & Power - System Additions & Replacements Offer Type: Asset Management-Ongoing	5,657,942	0	0	5,657,942 <i>Light & Power</i>	0
Not Ranked	2.4 - Utilities: Light & Power - Vehicles & Equipment Offer Type: Asset Management-Ongoing	960,000	0	0	960,000 <i>Light & Power</i>	0
Not Ranked	2.5 - Utilities: Light & Power - Electric Substation Capital Upgrade Program Offer Type: Asset Management-Ongoing	851,000	0	0	851,000 <i>Light & Power</i>	0
Not Ranked	2.6 - Utilities: Light & Power - Electric Distribution Transformer Replacement Program Offer Type: Asset Management-Ongoing	3,000,000	0	0	3,000,000 <i>Light & Power</i>	0
Not Ranked	2.7 - Utilities: Light & Power - Attrition-Based LED Streetlight Conversion Program Offer Type: Asset Management-Ongoing	1,106,866	0	0	1,106,866 <i>Light & Power</i>	0
Not Ranked	2.8 - Utilities: Light & Power - Electric System Cable Replacement Program Offer Type: Asset Management-Ongoing	634,000	0	0	634,000 <i>Light & Power</i>	0
Not Ranked	2.9 - Utilities: Light & Power - Distribution Automation Offer Type: Asset Management-Ongoing	200,000	0	0	200,000 <i>Light & Power</i>	0
Not Ranked	14.1 - Utilities: Connexion - Customer Service Offer Type: Ongoing	454,065	0	0	454,065 <i>Broadband</i>	0

Drilling Platform - Ranked Offers by Outcome

Budget Years: 2023 - 2024

ECONOMIC HEALTH - 2023

Rank	Offer # & Name	Offer Cost Total	Offer Funding			
			GENERAL FUND Dedicated	Ongoing	OTHER FUNDS	RESERVES
Not Ranked	14.2 - Utilities: Connexion - Sales and Marketing Offer Type: Ongoing	3,836,235	0	0	3,836,235 <i>Broadband</i>	0
Not Ranked	14.4 - Utilities: Connexion - Network Operations Offer Type: Ongoing	2,876,215	0	0	2,520,184 <i>Broadband</i>	356,031 <i>Broadband</i>
Not Ranked	14.5 - Utilities: Connexion - Outside Plant Offer Type: Ongoing	1,365,562	0	0	0	1,365,562 <i>Broadband</i>
Not Ranked	14.6 - Utilities: Connexion - Director's Office Offer Type: Ongoing	1,312,856	0	0	1,312,856 <i>Broadband</i>	0
Not Ranked	21.1 - Convention and Visitor's Bureau Annual Support Offer Type: Ongoing	1,330,000	1,330,000	0	0	0
Not Ranked	26.1 - Engineering Support for Broadband/Small Cell Inspections Offer Type: Ongoing	201,938	0	0	201,938 <i>Transportation</i>	0
Not Ranked	33.1 - Downtown General Improvement District (GID) - Operating Budget Offer Type: Ongoing	223,275	0	0	223,275 <i>General Improvement District 1</i>	0
Not Ranked	33.2 - Metro Districts Offer Type: Ongoing	5,000	0	5,000	0	0
Not Ranked	33.3 - Business & Workforce Support Offer Type: Ongoing	356,149	162,759	193,390	0	0
Not Ranked	33.4 - Economic Health Leadership Offer Type: Ongoing	404,062	0	404,062	0	0
Not Ranked	34.1 - Urban Renewal Authority Offer Type: Ongoing	665,216	0	0	665,216 <i>URA - N. College District</i>	0

Drilling Platform - Ranked Offers by Outcome

Budget Years: 2023 - 2024

ECONOMIC HEALTH - 2023

Rank	Offer # & Name	Offer Cost Total	Offer Funding			
			GENERAL FUND Dedicated	Ongoing	OTHER FUNDS	RESERVES
Not Ranked	34.2 - Urban Renewal Authority Debt Service Offer Type: Ongoing	5,011,807	0	0	5,011,807	0
					URA - N. College District	
Not Ranked	55.1 - Downtown Parks and Amenities Maintenance Offer Type: Ongoing	2,089,983	455,319	1,544,664	90,000	0
				CCIP General Improvement District 1 Park Fees Prior KFCG 0.25% for Other Comm & Trans - Ongoing Revenue		
Not Ranked	55.2 - Downtown Maintenance - Downtown Development Authority Facilities & Infrastructure, Old Town Square Offer Type: Ongoing	507,592	507,592	0	0	0
				DDA Contributions		
25	2.15 - Utilities: Light & Power - Advanced Metering Infrastructure Equipment and Technology Upgrade - Phase 3 Offer Type: Capital Project	508,000	0	0	160,530	347,470
					Water	Light & Power
26	14.10 - 2.0 FTE - Connexion Network Engineering Offer Type: Enhancement	219,882	0	0	219,882	0
					Broadband	
27 Positions	26.2 - Engineering Support for Small Cell Part-Time Hourly Offer Type: Enhancement	79,730	0	0	0	79,730
						General Fund
28 Support	45.2 - ARPA - 1.0 Contractual FTE & Childcare System Offer Type: 1-Time Enhancement	477,525	0	0	0	477,525
						General Fund
29	55.3 - 1.0 FTE Technician, Parks - Downtown Horticulture Offer Type: Enhancement	61,251	0	58,080	3,171	0
					Equipment	
30	2.19 - Utilities: Light & Power System Relocations Due to Road, Intersection and Alley Improvements Offer Type: Capital Project	400,000	0	0	400,000	0
					Light & Power	

Drilling Platform - Ranked Offers by Outcome

Budget Years: 2023 - 2024

ECONOMIC HEALTH - 2023

Rank	Offer # & Name	Offer Cost Total	Offer Funding			
			GENERAL FUND Dedicated	Ongoing	OTHER FUNDS	RESERVES
31	14.11 - Network Edge Defense Platform - Dynamic Denial of Service (DDoS) Protection Offer Type: 1-Time Enhancement	45,000	0	0	45,000	0
					<i>Broadband</i>	
33	33.11 - 1.0 FTE Economic Lead Specialist Capital Project Business Liaison and Program Offer Type: Enhancement	282,306	0	134,131	48,175	100,000
					<i>Utility CS&A</i>	<i>Keep Fort Collins Great</i>
35	2.18 - Utilities: Light & Power - Disaster Recovery Site Improvements - Phase 2 Offer Type: Capital Project	256,500	0	0	0	256,500
						<i>Light & Power</i>
36	14.14 - 1.0 FTE - Connexion Network Engineer, Intergovernmental Agreement (IGA) Scope Offer Type: Enhancement	124,329	0	0	124,329	0
					<i>Broadband</i>	
37	33.7 - ARPA 3.0 FTE Contractual - Multicultural Business and Entrepreneurship Center and Portal (Inclusive Business Support) Offer Type: 1-Time Enhancement	443,523	0	0	0	443,523
						<i>General Fund</i>
38	2.25 - Utilities: Light & Power - Asset Register and Work Management System Upgrades Offer Type: Capital Project	400,000	0	0	400,000	0
					<i>Light & Power</i>	
39	14.15 - 1.0 FTE - Technician II, Connexion Offer Type: Enhancement	73,241	0	0	73,241	0
					<i>Broadband</i>	
41	2.16 - Utilities: Light & Power - Utility Network Migration & ADMS Enhancements Offer Type: Capital Project	830,000	0	0	0	830,000
						<i>Light & Power</i>
42	14.7 - 2.0 FTE - Sales Specialist Connexion Offer Type: Enhancement	132,402	0	0	132,402	0
					<i>Broadband</i>	
44	2.14 - Utilities: Light & Power Install Circuit 628 Offer Type: Capital Project	0	0	0	0	0
						<i>Light & Power</i>

Drilling Platform - Ranked Offers by Outcome

Budget Years: 2023 - 2024

ECONOMIC HEALTH - 2023

Rank	Offer # & Name	Offer Cost Total	Offer Funding			
			GENERAL FUND Dedicated	Ongoing	OTHER FUNDS	RESERVES
45	14.9 - 1.0 FTE - Technical Project Manager, Connexion Network Operations Offer Type: Enhancement	92,794	0	0	92,794	0
					<i>Broadband</i>	
46	33.5 - Use and Business Personal Property Tax Rebates Offer Type: Continuing Enhancement	66,351	35,000	0	0	31,351
			<i>Economic Incentives</i>			<i>General Fund</i>
48	2.13 - Utilities: Light & Power Circuit 638 Extension and Circuit 608 Contingency Offer Type: Capital Project	465,000	0	0	0	465,000
						<i>Light & Power</i>
55	2.23 - Utilities: Light & Power - 1.0 FTE increase from 0.5 FTE for Warehouse Business Support Offer Type: Enhancement	36,680	0	0	36,680	0
					<i>Light & Power</i>	
Funded Offers		151,004,698	2,490,670	2,339,327	141,422,009	4,752,692
32	26.3 - 1.0 FTE Contractual to Classified Civil Engineer I for Broadband/Small Cell Design Offer Type: Enhancement	17,121	0	0	0	17,121
						<i>General Fund</i>
34	45.1 - ARPA - Learning Loss Mitigation and Development Support (K-12) Offer Type: 1-Time Enhancement	350,000	0	0	0	350,000
						<i>General Fund</i>
40	33.6 - ARPA For Fort Collins (FFC) Support Local Campaign Offer Type: 1-Time Enhancement	275,000	0	0	0	275,000
						<i>General Fund</i>
43	33.8 - ARPA 1.0 FTE Contractual Econ Specialist, Small Business & Impacted Sector Grants Offer Type: 1-Time Enhancement	1,064,094	0	0	0	1,064,094
						<i>General Fund</i>
47	33.10 - ARPA - Reskill, Upskill, New Skill (RUN) Training Program Support Offer Type: 1-Time Enhancement	750,000	0	0	0	750,000
						<i>General Fund</i>

Drilling Platform - Ranked Offers by Outcome

Budget Years: 2023 - 2024

ECONOMIC HEALTH - 2023

Rank	Offer # & Name	Offer Cost	Offer Funding			
		Total	GENERAL FUND Dedicated	Ongoing	OTHER FUNDS	RESERVES
49	33.9 - ARPA Small Business Online Marketplace Offer Type: 1-Time Enhancement	125,000	0	0	0	125,000 <i>General Fund</i>
50	2.10 - Utilities: Light & Power - Land Acquisition for New Electric Substation serving Northeast Fort Collins Offer Type: Capital Project	1,085,000	0	0	1,085,000 <i>Light & Power</i>	0
51	2.11 - Utilities: Light & Power - New Electric Substation serving Northeast Fort Collins Offer Type: Capital Project	300,000	0	0	300,000 <i>Light & Power</i>	0
52	2.20 - Utilities: Light & Power - 2.0 FTE Electrical Engineer Offer Type: Enhancement	256,710	0	0	256,710 <i>Light & Power</i>	0
53	2.21 - Utilities: Light & Power - 1.0 FTE Senior Systems Analyst Through Repurposing An Existing 0.75 FTE Position Offer Type: Enhancement	(431,581)	0	0	(431,581) <i>Light & Power</i>	0
54	2.22 - Utilities: Light & Power - 1.0 FTE Sr. Technical Project Manager Offer Type: Enhancement	108,871	0	0	108,871 <i>Light & Power</i>	0
56	2.17 - Utilities: Light & Power - Cable Handling Facility for Cut-To-Length Program Offer Type: Capital Project	0	0	0	0 <i>Light & Power</i>	0
Unfunded Offers		3,900,215	0	0	1,319,000	2,581,215
Total Offers		154,904,913	2,490,670	2,339,327	142,741,009	7,333,907

Drilling Platform - Ranked Offers by Outcome

Budget Years: 2023 - 2024

ECONOMIC HEALTH - 2024

Rank	Offer # & Name	Offer Cost Total	Offer Funding			
			GENERAL FUND Dedicated	Ongoing	OTHER FUNDS	RESERVES
Not Ranked	2.1 - Utilities: Light & Power - Wholesale Purchased Power Offer Type: Ongoing	107,500,000	0	0	107,500,000 <i>Light & Power</i>	0
Not Ranked	2.2 - Utilities: Light & Power - Core Operations Offer Type: Ongoing	11,428,582	0	0	11,428,582 <i>Light & Power</i>	0
Not Ranked	2.3 - Utilities: Light & Power - System Additions & Replacements Offer Type: Asset Management-Ongoing	5,902,304	0	0	5,902,304 <i>Light & Power</i>	0
Not Ranked	2.4 - Utilities: Light & Power - Vehicles & Equipment Offer Type: Asset Management-Ongoing	740,000	0	0	740,000 <i>Light & Power</i>	0
Not Ranked	2.5 - Utilities: Light & Power - Electric Substation Capital Upgrade Program Offer Type: Asset Management-Ongoing	696,000	0	0	696,000 <i>Light & Power</i>	0
Not Ranked	2.6 - Utilities: Light & Power - Electric Distribution Transformer Replacement Program Offer Type: Asset Management-Ongoing	2,000,000	0	0	2,000,000 <i>Light & Power</i>	0
Not Ranked	2.7 - Utilities: Light & Power - Attrition-Based LED Streetlight Conversion Program Offer Type: Asset Management-Ongoing	1,106,866	0	0	1,106,866 <i>Light & Power</i>	0
Not Ranked	2.8 - Utilities: Light & Power - Electric System Cable Replacement Program Offer Type: Asset Management-Ongoing	381,000	0	0	381,000 <i>Light & Power</i>	0
Not Ranked	2.9 - Utilities: Light & Power - Distribution Automation Offer Type: Asset Management-Ongoing	200,000	0	0	200,000 <i>Light & Power</i>	0
Not Ranked	14.1 - Utilities: Connexion - Customer Service Offer Type: Ongoing	472,070	0	0	472,070 <i>Broadband</i>	0

Drilling Platform - Ranked Offers by Outcome

Budget Years: 2023 - 2024

ECONOMIC HEALTH - 2024

Rank	Offer # & Name	Offer Cost Total	Offer Funding			
			GENERAL FUND Dedicated	Ongoing	OTHER FUNDS	RESERVES
Not Ranked	14.2 - Utilities: Connexion - Sales and Marketing Offer Type: Ongoing	4,342,397	0	0	4,342,397 <i>Broadband</i>	0
Not Ranked	14.4 - Utilities: Connexion - Network Operations Offer Type: Ongoing	2,998,193	0	0	1,360,644 <i>Broadband</i>	1,637,549 <i>Broadband</i>
Not Ranked	14.5 - Utilities: Connexion - Outside Plant Offer Type: Ongoing	1,432,125	0	0	0	1,432,125 <i>Broadband</i>
Not Ranked	14.6 - Utilities: Connexion - Director's Office Offer Type: Ongoing	1,379,929	0	0	1,379,929 <i>Broadband</i>	0
Not Ranked	21.1 - Convention and Visitor's Bureau Annual Support Offer Type: Ongoing	1,400,000	1,400,000	0	0	0
				<i>Lodging Taxes</i>		
Not Ranked	26.1 - Engineering Support for Broadband/Small Cell Inspections Offer Type: Ongoing	206,321	0	0	206,321 <i>Transportation</i>	0
Not Ranked	33.1 - Downtown General Improvement District (GID) - Operating Budget Offer Type: Ongoing	224,459	0	0	224,459 <i>General Improvement District 1</i>	0
Not Ranked	33.2 - Metro Districts Offer Type: Ongoing	5,000	0	5,000	0	0
Not Ranked	33.3 - Business & Workforce Support Offer Type: Ongoing	368,782	162,759	206,023	0	0
			<i>Prior KFCG 0.25% for Other Comm & Trans - Ongoing Revenue</i>			
Not Ranked	33.4 - Economic Health Leadership Offer Type: Ongoing	419,793	0	419,793	0	0
Not Ranked	34.1 - Urban Renewal Authority Offer Type: Ongoing	682,345	0	0	682,345 <i>URA - N. College District</i>	0

Drilling Platform - Ranked Offers by Outcome

Budget Years: 2023 - 2024

ECONOMIC HEALTH - 2024

Rank	Offer # & Name	Offer Cost Total	Offer Funding			
			GENERAL FUND Dedicated	Ongoing	OTHER FUNDS	RESERVES
Not Ranked	34.2 - Urban Renewal Authority Debt Service Offer Type: Ongoing	5,111,207	0	0	5,111,207	0
				URA - N. College District		
Not Ranked	55.1 - Downtown Parks and Amenities Maintenance Offer Type: Ongoing	2,167,543	458,116	1,619,427	90,000	0
				CCIP General Improvement District 1 Park Fees Prior KFCG 0.25% for Other Comm & Trans - Ongoing Revenue		
Not Ranked	55.2 - Downtown Maintenance - Downtown Development Authority Facilities & Infrastructure, Old Town Square Offer Type: Ongoing	523,817	523,817	0	0	0
				DDA Contributions		
25	2.15 - Utilities: Light & Power - Advanced Metering Infrastructure Equipment and Technology Upgrade - Phase 3 Offer Type: Capital Project	0	0	0	0	0
					Water	Light & Power
26	14.10 - 2.0 FTE - Connexion Network Engineering Offer Type: Enhancement	229,870	0	0	229,870	0
					Broadband	
27 Positions	26.2 - Engineering Support for Small Cell Part-Time Hourly Offer Type: Enhancement	81,723	0	0	0	81,723
						General Fund
28 Support	45.2 - ARPA - 1.0 Contractual FTE & Childcare System Offer Type: 1-Time Enhancement	498,598	0	0	0	498,598
						General Fund
29	55.3 - 1.0 FTE Technician, Parks - Downtown Horticulture Offer Type: Enhancement	81,563	0	78,313	3,250	0
					Equipment	
30	2.19 - Utilities: Light & Power System Relocations Due to Road, Intersection and Alley Improvements Offer Type: Capital Project	400,000	0	0	400,000	0
					Light & Power	

Drilling Platform - Ranked Offers by Outcome

Budget Years: 2023 - 2024

ECONOMIC HEALTH - 2024

Rank	Offer # & Name	Offer Cost	Offer Funding			
		Total	GENERAL FUND Dedicated	Ongoing	OTHER FUNDS	RESERVES
31	14.11 - Network Edge Defense Platform - Dynamic Denial of Service (DDoS) Protection Offer Type: 1-Time Enhancement	0	0	0	0	0
					Broadband	
33	33.11 - 1.0 FTE Economic Lead Specialist Capital Project Business Liaison and Program Offer Type: Enhancement	311,627	0	243,186	68,441	0
					Utility CS&A	Keep Fort Collins Great
35	2.18 - Utilities: Light & Power - Disaster Recovery Site Improvements - Phase 2 Offer Type: Capital Project	0	0	0	0	0
						Light & Power
36	14.14 - 1.0 FTE - Connexion Network Engineer, Intergovernmental Agreement (IGA) Scope Offer Type: Enhancement	130,145	0	0	130,145	0
					Broadband	
37	33.7 - ARPA 3.0 FTE Contractual - Multicultural Business and Entrepreneurship Center and Portal (Inclusive Business Support) Offer Type: 1-Time Enhancement	492,483	0	0	0	492,483
						General Fund
38	2.25 - Utilities: Light & Power - Asset Register and Work Management System Upgrades Offer Type: Capital Project	380,000	0	0	380,000	0
					Light & Power	
39	14.15 - 1.0 FTE - Technician II, Connexion Offer Type: Enhancement	76,579	0	0	76,579	0
					Broadband	
41	2.16 - Utilities: Light & Power - Utility Network Migration & ADMS Enhancements Offer Type: Capital Project	250,000	0	0	0	250,000
						Light & Power
42	14.7 - 2.0 FTE - Sales Specialist Connexion Offer Type: Enhancement	175,277	0	0	175,277	0
					Broadband	
44	2.14 - Utilities: Light & Power Install Circuit 628 Offer Type: Capital Project	1,730,000	0	0	0	1,730,000
						Light & Power

Drilling Platform - Ranked Offers by Outcome

Budget Years: 2023 - 2024

ECONOMIC HEALTH - 2024

Rank	Offer # & Name	Offer Cost Total	Offer Funding			
			GENERAL FUND Dedicated	Ongoing	OTHER FUNDS	RESERVES
45	14.9 - 1.0 FTE - Technical Project Manager, Connexion Network Operations Offer Type: Enhancement	97,015	0	0	97,015	0
					<i>Broadband</i>	
46	33.5 - Use and Business Personal Property Tax Rebates Offer Type: Continuing Enhancement	42,120	35,000	0	0	7,120
			<i>Economic Incentives</i>			<i>General Fund</i>
48	2.13 - Utilities: Light & Power Circuit 638 Extension and Circuit 608 Contingency Offer Type: Capital Project	0	0	0	0	0
						<i>Light & Power</i>
55	2.23 - Utilities: Light & Power - 1.0 FTE increase from 0.5 FTE for Warehouse Business Support Offer Type: Enhancement	38,364	0	0	38,364	0
					<i>Light & Power</i>	
Funded Offers		156,704,097	2,579,692	2,571,742	145,423,065	6,129,598
32	26.3 - 1.0 FTE Contractual to Classified Civil Engineer I for Broadband/Small Cell Design Offer Type: Enhancement	29,330	0	0	0	29,330
						<i>General Fund</i>
34	45.1 - ARPA - Learning Loss Mitigation and Development Support (K-12) Offer Type: 1-Time Enhancement	350,000	0	0	0	350,000
						<i>General Fund</i>
40	33.6 - ARPA For Fort Collins (FFC) Support Local Campaign Offer Type: 1-Time Enhancement	275,000	0	0	0	275,000
						<i>General Fund</i>
43	33.8 - ARPA 1.0 FTE Contractual Econ Specialist, Small Business & Impacted Sector Grants Offer Type: 1-Time Enhancement	1,080,476	0	0	0	1,080,476
						<i>General Fund</i>
47	33.10 - ARPA - Reskill, Upskill, New Skill (RUN) Training Program Support Offer Type: 1-Time Enhancement	750,000	0	0	0	750,000
						<i>General Fund</i>

Drilling Platform - Ranked Offers by Outcome

Budget Years: 2023 - 2024

ECONOMIC HEALTH - 2024

Rank	Offer # & Name	Offer Cost	Offer Funding			
		Total	GENERAL FUND Dedicated	Ongoing	OTHER FUNDS	RESERVES
49	33.9 - ARPA Small Business Online Marketplace Offer Type: 1-Time Enhancement	125,000	0	0	0	125,000 <i>General Fund</i>
50	2.10 - Utilities: Light & Power - Land Acquisition for New Electric Substation serving Northeast Fort Collins Offer Type: Capital Project	0	0	0	0	0 <i>Light & Power</i>
51	2.11 - Utilities: Light & Power - New Electric Substation serving Northeast Fort Collins Offer Type: Capital Project	7,876,000	0	0	7,876,000	0 <i>Light & Power</i>
52	2.20 - Utilities: Light & Power - 2.0 FTE Electrical Engineer Offer Type: Enhancement	257,912	0	0	257,912	0 <i>Light & Power</i>
53	2.21 - Utilities: Light & Power - 1.0 FTE Senior Systems Analyst Through Repurposing An Existing 0.75 FTE Position Offer Type: Enhancement	71,512	0	0	71,512	0 <i>Light & Power</i>
54	2.22 - Utilities: Light & Power - 1.0 FTE Sr. Technical Project Manager Offer Type: Enhancement	108,592	0	0	108,592	0 <i>Light & Power</i>
56	2.17 - Utilities: Light & Power - Cable Handling Facility for Cut-To-Length Program Offer Type: Capital Project	1,551,472	0	0	1,551,472	0 <i>Light & Power</i>
Unfunded Offers		12,475,294	0	0	9,865,488	2,609,806
Total Offers		169,179,391	2,579,692	2,571,742	155,288,553	8,739,404

ECONOMIC HEALTH

2.1 Utilities: Light & Power - Wholesale Purchased Power - Offer Type: Ongoing - Funded

2023 - \$102,000,000

2024 - \$107,500,000

This offer will fund the purchase of wholesale electric power from Platte River Power Authority (PRPA).

The power is purchased through established tariffs and will be a blend of conventional and renewable sources. The wholesale energy purchased is delivered through the City's electrical distribution system to the residential and businesses customers in Fort Collins.

PRPA is governed by an eight-person Board of Directors that includes the mayor (or a designee of the mayor) of each owner community. The other four directors are appointed to four-year staggered terms by the governing bodies of the owner community. In this respect, Fort Collins' strategic objectives are represented within the organization.

PRPA was the first electricity generator in the region to provide wind energy to customers in Colorado. It more than tripled its wind and solar supply since 2013 and has tripled it again in 2020 with the addition of the 225-megawatt (MW) Roundhouse project. Currently, more than 30% of the electricity supplied to PRPA's owner municipalities comes from carbon free resources (hydro, wind and solar), which ranks among the highest levels provided by wholesale electric suppliers in the Rocky Mountain Region and is about twice the national average.

PRPA's vision is to be a respected leader and responsible power provider improving the region's quality of life through a more efficient and sustainable energy future.

While driving utility innovation, its mission is to safely provide reliable, environmentally responsible and financially sustainable energy and services to the owner communities of Estes Park, Fort Collins, Longmont and Loveland.

Since its inception, PRPA has demonstrated a strong commitment to environmental stewardship and continuously reviews and improves environmental performance, policies and sustainable business practices.

This Offer supports the following Strategic Objectives:

- ECON 3.5 - Invest in and maintain utility infrastructure and services while ensuring predictable utility rates.
- ENV 4.1 - Intensify efforts to meet 2030 climate, energy and 100% renewable electricity goals that are centered in equity and improve community resilience.

2.2 Utilities: Light & Power - Core Operations - Offer Type: Ongoing - Funded

2023 - \$10,960,421

2024 - \$11,428,582

This offer will fund the ongoing operation of the Administration and General Operations, Electrical Engineering, Operations and Technology, and Electric Field Services departments, comprised of Electric Standards Engineering, Electric System Substations and Control, Smart Grid and System Operations, and Electric Systems Engineering for the City's Light & Power (L&P) electric utility.

To ensure system integrity, City electric facilities are designed, operated and maintained by qualified personnel. The offer consists of personnel and associated overhead costs to support management of the L&P organization; system design, planning and maintenance of electrical infrastructure; and operating the City's substation and electric system controls. Tools and safety equipment related to design, operation and construction practices are included.

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The L&P Utility has installed more than 99.9% of the electric distribution system underground, which has contributed to a high level of reliability and a clean, attractive community. The high reliability of the electric system, which exceeds national and regional averages, contributes to the economic health of the community by keeping businesses operating and minimizing production losses. Work in this budget cycle will include converting remaining overhead distribution lines to underground, ongoing system replacements and additions, and continued support of Connexion with personnel and infrastructure.

This Offer supports the following Strategic Objectives:

- ECON 3.5 - Invest in and maintain utility infrastructure and services while ensuring predictable utility rates.
- ENV 4.1 - Intensify efforts to meet 2030 climate, energy and 100% renewable electricity goals that are centered in equity and improve community resilience.
- HPG 7.8 - Evaluate the City's assets and infrastructure to most effectively prioritize funding that best maintains and protects those investments, while improving the customer experience.

2.3 Utilities: Light & Power - System Additions & Replacements - Offer Type: Asset Management-Ongoing - 2023 - \$5,657,942 Funded 2024 - \$5,902,304

This offer will fund additional electric infrastructure to serve new residential and commercial developments, as well as upgrades to existing infrastructure when existing customers need additional capacity. The funds for this offer support the up front capital expenses needed for construction materials and use of construction equipment prior to the recovery of costs that come through the development process.

The efforts supported by this offer include new customer connections, new subdivision construction, infill development, system improvements and reliability improvements. The offer excludes transformers (which are included in Offer 2.6) and focuses on labor, distribution system construction materials and equipment costs. These projects differ from New Capacity projects in that:

- They benefit only the parcel owner in which the new infrastructure is associated.
- They are initiated at the request of the owner/developer.
- The costs to install new electric infrastructure are recovered by payment of Electric Capacity Fees and system modification expenses assessed at the time of development.

This Offer supports the following Strategic Objectives:

- ECON 3.5 - Invest in and maintain utility infrastructure and services while ensuring predictable utility rates.

2.4 Utilities: Light & Power - Vehicles & Equipment - Offer Type: Asset Management-Ongoing - Funded 2023 - \$960,000 2024 - \$740,000

This offer will fund the purchase and replacement of Minor Capital Light & Power enterprise-related assets.

This offer includes heavy equipment, trucks and vehicles used in the construction, operation, maintenance and repair of the electric system. Some cost increases are expected due to the exploration and implementation of alternative fuel vehicles and inflationary pressures.

Light & Power follows guidelines from the fleet group in Operation Services to make recommendations for vehicle replacements. These guidelines consider lifecycle costs of operating vehicles. When possible and commercially available, alternative fuel sources are recommended such as battery electric vehicles (BEV) and compressed natural gas (CNG).

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All new vehicle units have automatic vehicle location (AVL) units installed to provide vehicle locations for our operational systems. This allows more efficient routing of vehicles to work sites and outages by determining the closest crew to dispatch.

This Offer supports the following Strategic Objectives:

- ENV 4.1 - Intensify efforts to meet 2030 climate, energy and 100% renewable electricity goals that are centered in equity and improve community resilience.
- HPG 7.8 - Evaluate the City's assets and infrastructure to most effectively prioritize funding that best maintains and protects those investments, while improving the customer experience.
- ECON 3.5 - Invest in and maintain utility infrastructure and services while ensuring predictable utility rates.

2.5 Utilities: Light & Power - Electric Substation Capital Upgrade Program - Offer Type: Asset Management-Ongoing - Funded	2023 - \$851,000 2024 - \$696,000
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This offer will fund projects in 2023 2024 that are needed to ensure that electrical substations and associated systems can be better maintained should a failure occur.

Substations are the source and protection for the power distribution system and represent an asset investment to the City of approximately \$60 million. In 2023-2024, funds will be focused on various substation projects that will contribute to the long term health and reliability of our system and will include attention to their impact as they relate to diversity, equity and inclusion. By funding these projects, we ensure that funds are budgeted for in advance to allow planned capital improvements rather than waiting for a catastrophic event that may force Utilities to take on additional debt or increase rates to fund repairs. Avoidance of rate increases is important as they affect underserved and lower-income communities disproportionately. Additionally, these projects are planned for several different substations, some of them older, which will benefit a diverse section of our community.

Projects planned as part of this offer include building equipment and site improvements, transformer improvements and repairs, protective relay and communication systems upgrades, and substation security improvements. Additional funds are anticipated to be used for unexpected equipment failures and maintenance.

This Offer supports the following Strategic Objectives:

- ECON 3.5 - Invest in and maintain utility infrastructure and services while ensuring predictable utility rates.
- HPG 7.8 - Evaluate the City's assets and infrastructure to most effectively prioritize funding that best maintains and protects those investments, while improving the customer experience.
- ENV 4.1 - Intensify efforts to meet 2030 climate, energy and 100% renewable electricity goals that are centered in equity and improve community resilience.

2.6 Utilities: Light & Power - Electric Distribution Transformer Replacement Program - Offer Type: Asset Management-Ongoing - Funded	2023 - \$3,000,000 2024 - \$2,000,000
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This offer will fund the labor and materials necessary to support electric system improvements tied to routine transformer purchases and installations aligned with system growth and unplanned equipment failures.

With the growth of residential rooftop solar, electric vehicles, and beneficial electrification, Light & Power monitors load growth on transformers and upgrades transformers to meet customer demands as required. In any given year, transformers in the field are installed as part of normal system expansion and replaced following

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condition assessments that indicate end of life conditions, for service upgrades, and as a result of the previously mentioned overloading conditions stemming from customer load growth. To ensure reliable service, maintenance inspections continue to identify transformers that require proactive replacement.

Following the COVID 19 pandemic, supply chain issues have continued to ripple through the global economy, resulting in shortages and extended delivery times for the raw materials that are used in transformers (primarily core steel, and stainless steel used for transformer tanks). As an example, prices for submersible transformers have increased more than 130% over 2021 purchase prices with lead times increasing by a factor of four. Pad-mounted transformer prices have increased by 35% 45% over 2021 prices, with lead times stretching by a factor of three. As a result of these market conditions, the offer amounts for 2023 and 2024 have necessarily increased to ensure that L&P will have equipment available to serve customers appropriately and address reliability risks. Though this offer supports transformer purchases for the 2023 and 2024 predictive maintenance replacement program, lead times in excess of a year mean that those replacements may not be performed until after 2023 or 2024, when the units actually arrive.

This Offer supports the following Strategic Objectives:

- ECON 3.5 - Invest in and maintain utility infrastructure and services while ensuring predictable utility rates.
- ENV 4.1 - Intensify efforts to meet 2030 climate, energy and 100% renewable electricity goals that are centered in equity and improve community resilience.
- HPG 7.8 - Evaluate the City's assets and infrastructure to most effectively prioritize funding that best maintains and protects those investments, while improving the customer experience.

2.7 Utilities: Light & Power - Attrition-Based LED Streetlight Conversion Program - Offer Type: Asset Management-Ongoing - Funded

2023 - \$1,106,866

2024 - \$1,106,866

This offer will fund labor and materials for an attrition based conversion of 70 watt and 100 watt high pressure sodium (HPS) residential streetlights, 1000 watt high mast metal halide lights Downtown, and 150 watt, 250 watt, and 400 watt HPS streetlights that are mostly located on arterial and collector streets. Other high intensity discharge (HID) technologies, such as mercury vapor, will also be replaced by light emitting diodes (LEDs) under this offer. It should be noted in this budget cycle that supply chain issues related to the COVID 19 pandemic are resulting in cost escalations for LED luminaires, so the proposed budget numbers are higher than past offers.

LED streetlights last three to four times longer than HPS streetlights and up to 10 times longer than metal halide streetlights, which is the primary justification for streetlight replacements. Lighting technologies using LEDs can:

- Improve energy efficiency
- Reduce maintenance costs through increased lifecycle performance
- Reduce light trespass, sky glow and glare when correctly implemented

An attrition based program will convert streetlights to LED when the existing components in HID lights fail. Expected failure rates in 2020 were very close to actual failure rates, while failure rates in 2021 were less than expected by about 300 failures, potentially owing to the population of lights already replaced. At these expected failure rates, completion for the replacement program will be in 2027.

As technologies, time and budget allow, Fort Collins Utilities also will explore the viability of streetlight control and monitoring technologies that could reduce the cost of sending crews out on patrol to identify failing lights and allow for future dynamic control of streetlighting.

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This Offer supports the following Strategic Objectives:

- ECON 3.5 - Invest in and maintain utility infrastructure and services while ensuring predictable utility rates.
- HPG 7.8 - Evaluate the City's assets and infrastructure to most effectively prioritize funding that best maintains and protects those investments, while improving the customer experience.
- ENV 4.1 - Intensify efforts to meet 2030 climate, energy and 100% renewable electricity goals that are centered in equity and improve community resilience.

2.8 Utilities: Light & Power - Electric System Cable Replacement Program - *Offer Type: Asset Management-Ongoing - Funded* 2023 - \$634,000 2024 - \$381,000

This offer will fund labor and materials to efficiently provide affordable, safe and reliable electric service. The efforts supported by this offer include system improvements by replacing infrastructure that is nearing end of life or is impacted by ambient environmental conditions that are degrading its condition.

Cables and cable accessories that were installed in the 1970s when the electric distribution system was first placed underground are reaching end of life. In the past 10 years, the average number of primary cable failures Light & Power experiences compared to the same window 10 years ago has been increasing, with failures at about 2.6 times those of the 10 year average in 2011. Without proactive replacement based on predictive modeling and diagnostic testing, the number of annual failures is anticipated to increase. The requested funding is required to maintain the current level of service, as measured by industry standard performance indices. Electric distribution cable is one of the largest asset investments that Light & Power maintains and care must be taken to ensure its reliability.

Assessments of existing distribution cable system assets are ongoing and inform and guide replacement projects that help to ensure that the distribution equipment with higher probabilities of failure is addressed and failure risk is minimized.

With appropriated funding for several residential distribution cable replacement priorities in the work queue, we can now direct attention to main feeder cable diagnostics and replacement, making use of testing equipment acquired in the last budget cycle. Feeder cables serve a greater number of customers, and therefore have more customer impact and expense tied to unplanned failures. The proposed diagnostic testing will still be guided by statistical information using our outage and failure history but will now be able to bring remaining life information into our program on a circuit by circuit basis.

This Offer supports the following Strategic Objectives:

- ECON 3.5 - Invest in and maintain utility infrastructure and services while ensuring predictable utility rates.
- HPG 7.6 - Optimize technology, data analysis and process improvements to innovate, guide decisions and enhance service delivery.
- ECON 3.6 - Deliver exceptional broadband services while finding innovative ways to leverage the network in the city and in the region.

2.9 Utilities: Light & Power - Distribution Automation - *Offer Type: Asset Management-Ongoing - Funded* 2023 - \$200,000 2024 - \$200,000

This offer funds the addition of at least one automated switch on the electric distribution system per year. The Distribution Automation (DA) included with these switches uses digital sensors with advanced control and communications technologies for remote control capabilities and monitoring from the System Operations Center.

DA can improve the safety, speed, cost and accuracy of system processes, including fault detection, feeder switching, preventative maintenance, outage notification and restoration and improved customer support. Personnel safety is achieved through remote control/operation of switches, which decreases the need for crews to be in a

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potentially hazardous area if a failure occurs. Operating costs are reduced by automating functions that require field crews to conduct on site monitoring and maintenance. Sensors proactively verify outages in conjunction with the information provided by the Advanced Metering system rather than waiting for customer calls, optimizing crew response and safety, reducing outage duration and identifying multiple outages correctly. Adding DA to and expanding the communications network to integrate it with other systems will provide system operators increased visibility, allowing them to manage and address reliability issues throughout the system. As Distributed Energy Resources (DER) like solar increase, the necessity and ability to see and control the system through switching and load control increases.

These funds have previously been used to fund the automation aspects that are part of new circuit installation capital enhancement projects as long as the proposed automation location meets specific criteria, including utilization frequency in switching orders, and whether the proposed location presents an operations or safety hazard for crew personnel. Additional funding accommodates a second automated switch or the addition of telemetry and communications to an existing switch not needing full automation capabilities.

This Offer supports the following Strategic Objectives:

- ECON 3.5 - Invest in and maintain utility infrastructure and services while ensuring predictable utility rates.
- HPG 7.6 - Optimize technology, data analysis and process improvements to innovate, guide decisions and enhance service delivery.

2.10 Utilities: Light & Power - Land Acquisition for New Electric Substation serving Northeast Fort Collins - 2023 - \$1,085,000 Offer Type: Capital Project - Unfunded 2024 - \$0

This offer will fund the purchase of land in northeast Fort Collins where a new electrical substation will be built. Anticipated annexations and growth in northeast Fort Collins will require a new substation in the near future to supply electric capacity to new customer loads so as to not overburden existing substations in the surrounding areas. A new substation will allow Light & Power to continue to operate the system at our current substation and feeder design standards, which guarantee high reliability and stability.

There are currently five sites that staff is exploring as possible locations for the new substation. These locations will be vetted for final feasibility using the following inputs as criteria:

- Capital cost of the land
- How the location affects the length/amount of duct bank that needs to be built to get feeders to the load centers
- Cost-effective design that provides all ratepayers served with acceptable voltage and power quality
- Proximity to PRPA transmission line facilities
- Physical access and landscape

This Offer supports the following Strategic Objectives:

- ECON 3.5 - Invest in and maintain utility infrastructure and services while ensuring predictable utility rates.
- HPG 7.8 - Evaluate the City's assets and infrastructure to most effectively prioritize funding that best maintains and protects those investments, while improving the customer experience.
- NLSH 1.7 - Advance planning efforts in the Growth Management Area, including holistic considerations for potential annexations.

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2.11	Utilities: Light & Power - New Electric Substation serving Northeast Fort Collins - Offer Type: Capital Project - Unfunded	2023 - \$300,000
		2024 - \$7,876,000

Substations are the source of the distribution power delivery system and are therefore a critical piece of infrastructure. They must be available to supply power to the electric distribution system 100% of the time without exception so it is imperative not to overload existing substations.

This offer funds the design, materials and construction costs associated with building a new electrical substation, which is based on anticipated annexations and growth to serve new loads and back up existing loads in the northeast part of Fort Collins. This additional source of power will allow L&P to efficiently provide its customers with safe, affordable and reliable electric service.

The costs included in 2023 will allow staff to contract with a consultant that will support staff with the engineering design expertise and bandwidth to complete design drawings used for construction. There are costs that were taken out of the year 2023 and have been requested as part of an off cycle appropriation in 2022; approximately \$2.2M will be appropriated to begin the procurement process for the two substation transformers as leads times have increased for these units to over three years.

The costs included in 2024 include procurement and delivery of the necessary switchgear as well as all costs associated with substation construction that will include payments to contractors, vendors and Platte River Power Authority.

This Offer supports the following Strategic Objectives:

- ECON 3.5 - Invest in and maintain utility infrastructure and services while ensuring predictable utility rates.
- HPG 7.8 - Evaluate the City's assets and infrastructure to most effectively prioritize funding that best maintains and protects those investments, while improving the customer experience.
- NLSH 1.7 - Advance planning efforts in the Growth Management Area, including holistic considerations for potential annexations.

2.13	Utilities: Light & Power Circuit 638 Extension and Circuit 608 Contingency - Offer Type: Capital Project - Funded	2023 - \$465,000
		2024 - \$0

Funding this Offer will support labor and construction materials to build an electrical feeder to efficiently provide affordable, safe and reliable electric service to loads in the Turnberry and Richards Lake Road area. Feeder circuits provide electric service to new and existing customers and are the backbone and foundation of our electric delivery system. This Circuit project consists of 750kcmil aluminum cables and medium voltage switches to distribute electricity from the substation. Appropriately loading electrical feeder circuits promotes reliability and quality of service to customers.

This offer specifically covers the resources needed to Install 8,000 circuit feet of 750kcmil aluminum medium voltage cable as Circuit 638 from the Richards Lake substation west to the intersection of Richards Lake and Turnberry to serve new loads developing in the area and support contingency for circuit 608, which currently serves the area. This circuit requires the installation of one vault and a medium voltage switch to help support reliable operation of the circuits in the area.

This Offer supports the following Strategic Objectives:

- ECON 3.5 - Invest in and maintain utility infrastructure and services while ensuring predictable utility rates.
- HPG 7.8 - Evaluate the City's assets and infrastructure to most effectively prioritize funding that best maintains and protects those investments, while improving the customer experience.

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2.14 Utilities: Light & Power Install Circuit 628 - Offer Type: Capital Project - Funded

2023 - \$0

2024 - \$1,730,000

This offer will fund labor and construction materials to build an electrical feeder and duct bank to efficiently provide affordable, safe and reliable electric service to new loads north of the Mountain Vista Drive and Turnberry Road intersection. Feeder circuits provide electric service to new and existing customers and are the backbone and foundation of our electrical delivery system. This circuit project consists of 750kcmil aluminum cables in a duct bank and medium voltage switches to distribute electricity from the substation. Appropriately loading electrical feeder circuits promotes reliability and quality of service to customers.

This offer specifically covers the resources needed to Install 9,400 circuit feet of 750kcmil aluminum medium voltage cable and 6,600 feet of duct bank with seven vaults as Circuit 628 from the Richards Lake substation south to Mountain Vista Drive and west to the intersection of Mountain Vista and Turnberry to serve new loads north of Turnberry. This circuit requires the installation of two medium voltage switches to help support reliable operation of the circuits in the area.

This Offer supports the following Strategic Objectives:

- ECON 3.5 - Invest in and maintain utility infrastructure and services while ensuring predictable utility rates.
- HPG 7.8 - Evaluate the City's assets and infrastructure to most effectively prioritize funding that best maintains and protects those investments, while improving the customer experience.

2.15 Utilities: Light & Power - Advanced Metering Infrastructure Equipment and Technology Upgrade - Phase 3 - Offer Type: Capital Project - Funded

2023 - \$508,000

2024 - \$0

This offer funds reliability and security improvements to the City's advanced metering infrastructure (AMI). The AMI system facilitates the transfer of water and electric usage data from customer meters to the City's IT servers. Water and electric utility billing, including Time of Day (TOD) billing, relies on prompt and accurate communication of customer usage data. Challenges that can be costly include:

- Billing based on estimates that require future adjustments
- Troubleshooting the cause of degraded communication signals and attempting to relocate equipment, often requiring a traffic plan and scheduling crews to do the work after hours
- Unsupported equipment

AMI expenditures that are anticipated in 2023-24 will seek to either reduce or eliminate the costs and vulnerabilities identified above by:

- Upgrading data collection devices called Gatekeepers from current models that are at the end of the product lifecycle to next-generation models that will afford us approximately 10 more years of active support, offer cybersecurity protection, and ease data traffic congestion. We anticipate improved meter read success rates and reductions in truck rolls to perform equipment upgrades and electric service connects and disconnects.
- Modifying the AMI system configuration to rely on fiber rather than wide area network (WAN) wireless routers. The existing routers will reach end-of-support in 2023. With the build out of Connexion, the timing is optimal to transition away from WAN routers that are susceptible to weak wireless signals and instead use fiber optic technology for more reliable communications.

This offer would fund the third year in a three year replacement program of the AMI technology and includes the portion of capital investment proposed for 2021 that was deferred to relieve short-term rate pressure. Not funding this offer would defer all remaining costs into 2024 (508k), which could delay the replacement beyond the 2023 end of support.

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This Offer supports the following Strategic Objectives:

- ECON 3.5 - Invest in and maintain utility infrastructure and services while ensuring predictable utility rates.

2.16 Utilities: Light & Power - Utility Network Migration & ADMS Enhancements - Offer Type: Capital Project 2023 - \$830,000 - Funded 2024 - \$250,000

This offer will fund additional functionality in the Advanced Distribution Management System (ADMS), labor costs to perform a data migration from one GIS data model to another, and an updated integration between the two.

The additional functionality planned for in the ADMS will enable electric system analysis with Distributed Energy Resources (DER) interconnected, which will also require an integration to the Utilities Demand Response (DR) system, IntelliSource. IntelliSource is the system that communicates with, controls and aggregates data from existing DR devices on customer premises; the integration will enable two-way data flow to enhance analyses in the ADMS and controls sent to devices by the DR system. This portion of this offer aligns with the deliverables in Offer 1.7, submitted under the Environmental Health outcome area, that provides the software needed to communicate with DR devices or Distributed Energy Resources (DER) with standard protocol.

Before the end of 2024, our electric Geographic Information System (GIS) network data model will be migrated to a more modern standard model called Utility Network. This will be required to remain in current support with our GIS vendors, and to increase the performance of the model. Utility Network enhances operations by reducing the number of layers in the map and simplifies the ability to search and report on data. To maintain continuity of operations in GIS and ADMS, we will also need to reconfigure the integration between them. This will require the support of the ADMS product vendor. The migration process will be labor intensive and, if possible, L&P would like to perform most of this work internally.

This Offer supports the following Strategic Objectives:

- ECON 3.5 - Invest in and maintain utility infrastructure and services while ensuring predictable utility rates.
- HPG 7.8 - Evaluate the City's assets and infrastructure to most effectively prioritize funding that best maintains and protects those investments, while improving the customer experience.

2.17 Utilities: Light & Power - Cable Handling Facility for Cut-To-Length Program - Offer Type: Capital Project - Unfunded 2023 - \$0 2024 - \$1,551,472

This offer will fund the purchase of equipment and the construction of a space in Utilities' warehouse necessary to issue medium- and low-voltage power cable in lengths specific to each job. Waste can be eliminated by purchasing cable on much larger master reels from our manufacturers and issuing a carefully measured amount, tailored to each particular job. Currently, reels with a standardized length are issued to work orders with different length needs, which results in waste from leftover lengths that are too short to use on any other jobs. With this shift from purchasing cable in lengths longer than those needed for each job, we have an opportunity to improve losses related to scrap amounts of cable left on our reels as well as reduce waste related to non returnable reels that may eventually end up in the landfill.

Implementing this program will require equipment and facilities dispense cable from the larger reels. This budget cycle is an opportune time to consider transitioning to this method as it would reduce the amount of waste that may occur under our current approach as we build new circuits out of a new substation and convert the Mulberry annexation areas to Light & Power's electric system.

Losses related to scrap cable average between 18 20%. As an example, the average annual cable inventory losses between 2010 and 2014 are valued at \$138,179.00.

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Once cut to length cable issuance is implemented, the expected losses will initially drop to annual losses of 5.7% and, as the process is refined, can reach losses as low as 2% over time. Based on a reasonable assessment of current losses, the internal rate of return is between 10 and 13 years. This program will better utilize materials and resources, reduce environmental impact from transportation related CO2 emissions and material waste, reduce potential safety risks related to space congestion, and promote efficiency in construction.

This Offer supports the following Strategic Objectives:

- ECON 3.5 - Invest in and maintain utility infrastructure and services while ensuring predictable utility rates.
- ENV 4.3 - Accelerate efforts to achieve 2030 zero waste goals.

2.18 Utilities: Light & Power - Disaster Recovery Site Improvements - Phase 2 - Offer Type: Capital Project - 2023 - \$256,500 Funded 2024 - \$0

This offer will fund the design and purchase of new electric system operator consoles and related equipment to complete construction of the disaster recovery site. This offer will provide two electric system operator consoles, radio equipment and the necessary extension of the 800 MHz radio system that communicates to crew personnel in the field, which requires a redundant fiber loop to be installed and a replacement fiber patch panel.

Phase 1 of this project is funded in 2022, including design and construction of improvements to the existing Utilities building located southwest of the intersection of Mulberry Street and Overland Trail, commonly known as the Overland Substation. The improvements will ensure functional and efficient use of this building as it contains three existing employee workstations and will accommodate a future electric operations center disaster recovery (DR) site. The main improvements included:

- Water/Sewer taps
- Restroom facilities
- A reconfigured building space that accommodates the existing personnel use cases as well as enabling future operator consoles

Failure to fund this offer will delay the completion of our disaster recovery site. Funding this offer will ensure completion of the emergency system operating workspaces.

This Offer supports the following Strategic Objectives:

- ECON 3.5 - Invest in and maintain utility infrastructure and services while ensuring predictable utility rates.
- HPG 7.8 - Evaluate the City's assets and infrastructure to most effectively prioritize funding that best maintains and protects those investments, while improving the customer experience.

2.19 Utilities: Light & Power System Relocations Due to Road, Intersection and Alley Improvements - Offer 2023 - \$400,000 Type: Capital Project - Funded 2024 - \$400,000

This offer will fund the ability to relocate electric facilities that need to be moved because of projects in the public right-of-way (ROW). Light & Power collaborates with the Engineering Department in the design and completion of a broad range of City initiated capital projects such as roadway and intersection improvements and bridge replacements. During construction of these projects, Light & Power is required to relocate facilities if there is a conflict with the ROW improvements. Funding this offer will provide the capital funds necessary to comply with the needed system relocation.

Funds for system relocation were previously taken from the Operations and Maintenance budget. Funding this offer provides the opportunity to better align expenditure allocations. The budget offer approved for 2022 was \$230,000, due to a lower level of projects requiring relocations. The increase for funding in 2023 and 2024 is due to

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an increase in these types of projects planned within other offers within this budget cycle.

This Offer supports the following Strategic Objectives:

- ECON 3.5 - Invest in and maintain utility infrastructure and services while ensuring predictable utility rates.

2.20 Utilities: Light & Power - 2.0 FTE Electrical Engineer - Offer Type: Enhancement - Unfunded

2023 - \$256,710

2024 - \$257,912

Additional full-time engineering support is needed to implement programs and standards for increasing changes to the electric system with respect to Distributed Generation (DG) and Beneficial Electrification (BE). The City of Fort Collins has adopted the Our Climate Future (OCF) plan with an ambitious goal for 100% renewable electricity being supplied to the community by 2030. To reach this goal energy sources provided by our energy supplier, Platte River Power Authority, will be transitioning to renewable sources and additional renewable energy sources will need to be developed locally through DG. Coordinating these efforts to transition the electric system will require increasing involvement of engineering staff to ensure that new energy sources and technology to manage them will not degrade system reliability and field personnel safety.

Another OCF goal is to have community 2030 greenhouse gas emissions 80% lower than 2005 baseline levels. This will require a large increase in customer electrical demand as customers switch from fossil fuel vehicles and appliances; a process known as BE, such as adopting Electric Vehicles and installing or replacing heating appliances with electric heating. L&P anticipates not only an increase in electric demand but also a change in the times and days that electricity is most used in our distribution system.

To support OCF goals engineers will be needed to develop dynamic system models to analyze the effects of these changes. Standards for equipment connection requirements and specialized controls equipment that interface with the electric system will need to be developed to ensure the continuing reliability and safety of the electric system. Developing tools and implementing software solutions, such as Advanced Distribution Management Systems, will be crucial allowing real-time analysis and control to manage the electrical grid efficiently.

This Offer supports the following Strategic Objectives:

- ECON 3.5 - Invest in and maintain utility infrastructure and services while ensuring predictable utility rates.
- ENV 4.1 - Intensify efforts to meet 2030 climate, energy and 100% renewable electricity goals that are centered in equity and improve community resilience.

2.21 Utilities: Light & Power - 1.0 FTE Senior Systems Analyst Through Repurposing An Existing 0.75 FTE Position - Offer Type: Enhancement - Unfunded

2023 - (\$431,581)

2024 - \$71,512

Funding this offer will provide funding to re-purpose and transition an existing 0.75 FTE position to a 1.0 FTE position in the Operations and Technology department in Light & Power (L&P). This position will support the strategic advancement of technological solutions within L&P while ensuring alignment with City IT strategic planning.

Technological advances, system and software lifecycles, cybersecurity and City IT directives all influence and contribute to the ever-evolving and complex technology landscape of Light & Power. The department is responsible for several critical business functions that are dependent on high performing solutions; these include power monitoring and delivery, power outage management, water and electric metering for revenue collection, demand modeling and forecasting, and GIS based utility network models. At any given time one or more of the systems that support these functions require data engineering and system architecture resources. The organizational structure currently lacks a position that contributes strategically to defining and executing a comprehensive technology vision. Additionally, the department has immediate

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and future project work that, without this additional resource, will require consultant contracts that invest in non retained talent.

This Offer supports the following Strategic Objectives:

- ECON 3.5 - Invest in and maintain utility infrastructure and services while ensuring predictable utility rates.
- ENV 4.1 - Intensify efforts to meet 2030 climate, energy and 100% renewable electricity goals that are centered in equity and improve community resilience.

2.22 Utilities: Light & Power - 1.0 FTE Sr. Technical Project Manager - Offer Type: Enhancement - Unfunded 2023 - \$108,871 2024 - \$108,592

Funding this offer will provide needed support for Light & Power's (L&P) Electric Project Engineering (EPE) team. While the team has decreased over the past five years the work to support customers has increased. Among the additions to the group's workload are wireless carrier small cell deployments, electric service upgrades, development review and development support, and reliability based capital improvement projects such as electric feeder construction, overhead to underground conversions, and cable replacement projects. For small cell and service upgrades, EPE reviews the application documents and permits, performs analysis and design for required electrical system upgrades, and manages construction and financing activities and other required construction permits.

With four wireless carrier Master License Agreements in place and additional carriers operating in our market, it is expected that well over 1,000 Small Cell facilities will be installed within the next three to five years, with more to follow beyond that timeline.

Beneficial electrification (BE) to support Our Climate Future (electric vehicle chargers, customer owned solar panels, residential electrification to reduce use of natural gas) has resulted in an accelerating volume of customers who need electric service capacity upgrades to support it. Electric service upgrade requests have gone up significantly in the last three years and are increasing.

Development has also increased in the last five years. With all development projects, our team is responsible for reviewing the development submittal documents, providing comments, designing the electrical infrastructure, working with the development team to incorporate our design within the construction plan set, finalizing the design, and managing the electric distribution construction project from start to finish. Developments include larger subdivisions that require capital improvement projects, and smaller commercial and residential developments.

This Offer supports the following Strategic Objectives:

- ECON 3.5 - Invest in and maintain utility infrastructure and services while ensuring predictable utility rates.
- ENV 4.1 - Intensify efforts to meet 2030 climate, energy and 100% renewable electricity goals that are centered in equity and improve community resilience.

2.23 Utilities: Light & Power - 1.0 FTE increase from 0.5 FTE for Warehouse Business Support - Offer Type: Enhancement - Funded 2023 - \$36,680 2024 - \$38,364

This offer will fund an increase from 0.5 FTE status to 1.0 FTE for the existing Utilities Warehouse Business Support I position to better support the workload related to a changing business environment. The past five years have seen an unprecedented increase in subdivision construction, supply chain issues, and the addition of an additional utility (Connexion) to the business units that the Utilities Warehouse supports.

Additional workload has manifested not only in the volume of materials flowing through the warehouse, but also because of supply chain issues stemming from the

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COVID 19 pandemic. Supply chain constraints have resulted in materials shortages, increased lead times, increased material prices, and therefore a need for enhanced project coordination to make sure that materials are available for the work that Utilities personnel must accomplish to serve the community. Part of the project coordination from materials management will involve more rigorous order status tracking and sharing to keep field crews and project managers informed to allow better project scheduling and staging, benefiting ratepayers by increasing efficiency.

Initiatives such as a proposed cable cut to length program are planned to improve material use efficiency and reduce waste and will call for better tracking of material waste to measure and guide related business processes. To ensure that material quality concerns in the currently constrained market are expediently addressed, the expanded focus of the Warehouse Business Support will also include administrative tracking and oversight of Return Material Authorizations (RMAs) and support for shipping diagnostic equipment for repairs or routine calibration.

This Offer supports the following Strategic Objectives:

- ECON 3.5 - Invest in and maintain utility infrastructure and services while ensuring predictable utility rates.

2.25 Utilities: Light & Power - Asset Register and Work Management System Upgrades - Offer Type: Capital Project - Funded

2023 - \$400,000

2024 - \$380,000

This offer will fund the continued, multi year implementation of the IBM Maximo Utilities Asset Register and Work Management System. This system enables the organization to support long term areas of significant value serving the public. Included in this offer is post go live system support and multiple new system deployments in the Light & Power (L&) service unit.

Utilities manages more than \$2 billion in assets that support services to the Fort Collins community. This asset management system enables Utilities' ability to proactively and accurately track, manage, operate and maintain those assets to help ensure quality and reliability. As part of its Asset Management Program, Utilities determines its capital project priorities through established levels of service for sustainability, product quality, product availability, regulatory compliance, customer satisfaction, reliability efficiency and safety. Performance and targets for established levels of service and organizational objectives drive the priorities of the Utilities Capital Improvement Plan (CIP).

Work Management:

Managing, scheduling and tracking maintenance and repair work done by multiple crews is critical to providing all utility services. This system not only supports scheduling and planning of that work, it also integrates and records the work with critical asset status records.

Knowledge Transfer and Data Collection:

Moving toward a more efficient, data-informed organization requires the ability to capture and transfer both the institutional knowledge and the historical data against assets. This system provides a means for accomplishing that as well as ongoing data collection so that analysis of the current system status informs key decisions to support the levels of service that support all ratepayers, including underserved and vulnerable populations.

This Offer supports the following Strategic Objectives:

- ECON 3.5 - Invest in and maintain utility infrastructure and services while ensuring predictable utility rates.
- HPG 7.6 - Optimize technology, data analysis and process improvements to innovate, guide decisions and enhance service delivery.

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14.1 Utilities: Connexion - Customer Service - Offer Type: Ongoing - Funded

2023 - \$454,065

2024 - \$472,070

Funding this offer will allow members of Utilities Customer Care & Technology (CCT) to continue to deliver outstanding service to Connexion customers. CCT staff provides customer and operations support on behalf of the electric, water, wastewater, stormwater and Connexion (internet, phone and TV) utilities.

The Utilities contact center supports the following telephone queues: Utilities and Connexion Customer Service, payments, and delinquent accounts. Transactions include establishing or discontinuing service; taking payments and making payment arrangements or offering assistance; responding to outages and emergencies; explaining utility bills and rates; educating about utility service options, packages and programs; and answering general inquiries. Employees staff the counter for payments, service transactions and identity verification.

This Offer supports the following Strategic Objectives:

- ECON 3.6 - Deliver exceptional broadband services while finding innovative ways to leverage the network in the city and in the region.

14.2 Utilities: Connexion - Sales and Marketing - Offer Type: Ongoing - Funded

2023 - \$3,836,235

2024 - \$4,342,397

This offer supports the ongoing work of building out a community wide fiber-to-the-home/business network (Connexion). Services include both residential and business internet, phone, and video options. Communication services includes cost of goods sold of internet, phone, and video which are all expected to increase as customer growth continues.

Connexion Marketing & Sales maximizes opportunities to inform and engage Fort Collins residents and businesses about Fort Collins Connexion and its services. The marketing objective is to secure a 35% market share by the end of 2022 by installing one or more services per premise. The long term goal is to reach a 45%-50% market share which is measured by take rate. Take rate is calculated by taking the number of customers as a percentage of the serviceable addresses (addresses where service is available).

This will be accomplished using a variety of tactics that will provide brand, product and service recognition. The Connexion sales team works with medium- to enterprise level businesses to provide standard and customized internet, phone and video broadband services. Sales also supports multi family dwellings and HOA relationships to develop bulk or custom services. The sales objective is to secure 20% of the market share by the end of 2022, with a take rate of 28% by 2024.

This Offer supports the following Strategic Objectives:

- ECON 3.6 - Deliver exceptional broadband services while finding innovative ways to leverage the network in the city and in the region.

14.4 Utilities: Connexion - Network Operations - Offer Type: Ongoing - Funded

2023 - \$2,876,215

2024 - \$2,998,193

This offer funds Connexion networks and staff that provide the infrastructure to enable services including internet, voice, and video for all residential and commercial customers. These networks, which are foundational to the success of delivering Connexion services to end customers, are based on a resilient and secure architecture. Additionally, Connexion networks provide the infrastructure required to enable transport services to intergovernmental agreement (IGA) partners Loveland Pulse and Estes Park Trailblazer.

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Network Operations and Technical Support staff assist all ratepayers with product and service issues, monitor performance and perform upgrades, design and implement network architecture, and provide outstanding customer service at all levels. Continuous investment in Connexion networks and training opportunities for staff is critical to avoiding service interruptions from external and internal events.

Specifically, this offer funds network operations that include the physical devices and personnel required to guarantee high availability and smooth operation of Connexion networks to deliver internet, phone, and video services across the entire community:

- Hardware maintenance – upgrading Connexion network equipment which includes switches, routers, security and licensing appliances, video cache servers, and customer end premises equipment.
- Software maintenance – upgrading/patching switch and router firmware and devices that provide accurate monitoring, accounting and alerting, and reduce cybersecurity risks.
- Professional services – augments Connexion’s capacity to innovate on existing solutions when Connexion personnel lack either expertise or bandwidth to perform necessary upgrades or expansions of network services.
- A team of Network Operations staff that provide 24/7 technical support to Connexion, Loveland Pulse, and Estes Park Trailblazer.

This Offer supports the following Strategic Objectives:

- ECON 3.6 - Deliver exceptional broadband services while finding innovative ways to leverage the network in the city and in the region.

14.5 Utilities: Connexion - Outside Plant - *Offer Type: Ongoing - Funded*

2023 - \$1,365,562

2024 - \$1,432,125

This offer supports the continued provision of Connexion internet, phone and TV to residents of Fort Collins and particularly focuses on the Outside Plant portion of Connexion.

The Outside Plant (OSP) Team is responsible for building, maintaining and managing the fiber infrastructure for the new Connexion network as well as the existing City of Fort Collins fiber network infrastructure. As Connexion grows, the OSP team (including its contractors, vendors and employees) is responsible for adding residential and commercial customers to this network. This offer also supports the education and training investment around this type of work. This team plays a key role in installing every new customer, bringing cable and equipment from the curb to inside the home or business. OSP responds to all network outages that involve damage to Connexion infrastructure and has the technical ability to repair conduit, cables and the splices that tie all of the fiber optics strands together to provide network continuity to customers. OSP manages the data for the physical network, which supports continuity of service and long uptimes, accurate customer billing, simple and efficient installs of new customers, and the ability to ensure quality service to all ratepayers. OSP continues to build out the network to areas that grant legal access to the utility where there is no public right-of-way.

Further, OSP provides site visits to all ratepayers experiencing difficulties with their Connexion services. OSP works to troubleshoot issues that exist with the physical network and engages customers in education related to any problems they have with their own equipment or network, all while ensuring a great customer experience that is second to none in the industry.

This Offer supports the following Strategic Objectives:

- ECON 3.6 - Deliver exceptional broadband services while finding innovative ways to leverage the network in the city and in the region.

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14.6 Utilities: Connexion - Director's Office - Offer Type: Ongoing - Funded

2023 - \$1,312,856

2024 - \$1,379,929

This offer supports the focus of both residential and commercial customer acquisition, take rate, and the build-out of the system expected to be completed by the end of 2022. Take rate is calculated by taking the number of customers as a percentage of the serviceable addresses (premises where service is available).

The offer funds the Connexion director, finance, administration, and a customer support lead, as well as ongoing Connexion customer management system (GLDS) costs. This is a subscription service with costs based on the number of subscribers.

This Offer supports the following Strategic Objectives:

- ECON 3.6 - Deliver exceptional broadband services while finding innovative ways to leverage the network in the city and in the region.

14.7 2.0 FTE - Sales Specialist Connexion - Offer Type: Enhancement - Funded

2023 - \$132,402

2024 - \$175,277

The sales specialist role is critical for Fort Collins Connexion's success in achieving a 28% market take rate in 2024. The sales specialist works directly with small- to enterprise level businesses to provide custom solutions to meet their individual business objectives and needs. Sales Specialists also work with multi dwelling unit (MDU) properties including apartment complexes and townhome and condominium associations to provide their residents with high speed internet, video and phone service. Sales Specialists develop relationships with local businesses and property management companies to drive new customer sales to meet our targeted take rate and revenue goals.

This Offer supports the following Strategic Objectives:

- ECON 3.6 - Deliver exceptional broadband services while finding innovative ways to leverage the network in the city and in the region.

14.9 1.0 FTE - Technical Project Manager, Connexion Network Operations - Offer Type: Enhancement - Funded

2023 - \$92,794

2024 - \$97,015

The Technical Project Manager for Connexion Network Operations is instrumental in the delivery and execution of more than 30 active technical projects. This 1.0 FTE position drives planning, scheduling and execution of delivery across Network Operations; creates and facilitates a communication plan for all stakeholders of a given project; and acts as a liaison to vendors for Network Engineering. This role could also provide support in the following areas: scheduling for current commercial sales leads, organizes FDH's (Fiber Distribution Huts) before release, validating premise type, supporting sales with related system efforts.

The Technical Project Manager assists leadership with budgeting, asset management and financial transactions and all aspects of project management across regional and intergovernmental agreement (IGA) partners.

This Offer supports the following Strategic Objectives:

- ECON 3.6 - Deliver exceptional broadband services while finding innovative ways to leverage the network in the city and in the region.

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14.10 2.0 FTE - Connexion Network Engineering - Offer Type: Enhancement - Funded

2023 - \$219,882

2024 - \$229,870

After four years of combined Connexion and IT network coverage (phones, network, etc.) supported by the Connexion Network Operations team, an organizational change is being made in 2022 to shift all non Connexion networks back to the City's IT Department. This joint effort between Connexion and IT will result in the discontinuation of compensation allotted to Connexion for maintaining non Connexion networks. The compensation funds planned for transfer to Connexion (\$810,682 for 2023 and \$834,702 for 2024) will be instead retained by IT.

Additionally, 3.0 vacant FTEs, currently assigned to Connexion, will transition to the IT Department. With 6.0 engineering FTEs assigned to Connexion currently; Connexion will retain 3.0 FTEs post-transition leaving Connexion Engineering with less bandwidth as the engineers were supporting both Connexion and IT.

This enhancement offer is to allocate funding for 2.0 new FTEs for Connexion Network Engineering above and beyond the 3.0 existing FTEs, post-transition. These new FTEs will only be filled based on Connexion's continued growth in residential and business customers. To ensure the continued success and future support of the Connexion network, these two positions are offered to maintain Network Engineering resources for Connexion only, funded by Connexion and based on potential revenue in 2023-2024. The two positions are critical for the continued, successful delivery of the Connexion network architecture, design, integration, testing and execution of all network functions across Connexion.

Specifically, the following positions are being requested for Connexion Network Engineering, dependent upon the subscriber growth scale shown:

- 1.0 FTE Network Engineer II (P2 level) - allocated after 17k subscribers, business projection for Jan 2023
- 1.0 FTE Network Engineer II (P2 level) - allocated after 22k subscribers, business projection for Jan 2024

This Offer supports the following Strategic Objectives:

- ECON 3.6 - Deliver exceptional broadband services while finding innovative ways to leverage the network in the city and in the region.

14.11 Network Edge Defense Platform - Dynamic Denial of Service (DDoS) Protection - Offer Type: 1-Time Enhancement - Funded

2023 - \$45,000

2024 - \$0

This enhancement offer is to aid Fort Collins Connexion in the automated protection to the broadband network against Dynamic Denial of Service (DDoS) attacks. DDoS attacks are malicious attempts to disrupt normal broadband traffic of a targeted server, service or network by overwhelming the target or its surrounding infrastructure with a flood of internet traffic.

An overall Network Edge Defense Platform solution consists of multiple functions that include the monitoring, detection and scrubbing of malicious data. Normally, these functions are distinct operations that may be deployed separately. This enhancement offer specifically funds the primary function of the defense platform, the detection of inbound DDoS threats through an active monitoring system. This will increase the security Fort Collins Connexion already has in place.

Another major function of the overall Network Edge Defense Platform is the automated mitigation of a present DDoS attack via the use of an off-premises scrubbing system to parse bad data from good data and maintain operations cohesively. The automated mitigation and scrubbing function is much more costly than the primary function of monitoring and detecting threats and will therefore be deferred to a later BFO cycle.

The Network Edge Defense Platform acts as a first line of defense in stopping inbound DDoS attacks to protect availability of Connexion network services for all ratepayers.

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This Offer supports the following Strategic Objectives:

- ECON 3.6 - Deliver exceptional broadband services while finding innovative ways to leverage the network in the city and in the region.

14.14 1.0 FTE - Connexion Network Engineer, Intergovernmental Agreement (IGA) Scope - Offer Type: Enhancement - Funded

2023 - \$124,329
2024 - \$130,145

This enhancement offer is to provide network engineering staff required to maintain compliance in regional intergovernmental agreements (IGA). Specifically, the current IGA between Fort Collins Connexion, Loveland Pulse and Estes Park Trailblazer states that Fort Collins Connexion will design, construct and staff Technical and Network support facilities as described in the IGA. Per the IGA, the regional parties will share respective cost of technical and network support; a new IGA is expected to be drafted and reviewed in 2022.

The continued success and future support of the broadband networks for all regional partners depends on network engineering staff. This 1.0 FTE position reports into Fort Collins Connexion. Network engineering staff is critical for the successful delivery of broadband network architecture, design, integration, testing and execution of all network functions across not only Connexion, but all regional partners.

Specifically, the following position is being requested for Connexion Network Engineering to support broadband IGA scope:

- 1.0 FTE Senior Network Engineer (P3)

This Offer supports the following Strategic Objectives:

- ECON 3.6 - Deliver exceptional broadband services while finding innovative ways to leverage the network in the city and in the region.

14.15 1.0 FTE - Technician II, Connexion - Offer Type: Enhancement - Funded

2023 - \$73,241
2024 - \$76,579

As the customer base grows for Connexion Broadband, the need for expert technical support grows. Our current customer base is ever-changing and it is imperative to have enough people to answer the phone when customers/prospective customers call, answer tickets, monitor the systems to make sure they stay up and running and react to have unplanned issues.

To ensure the best service, we need to have enough TSRs staffed throughout all shifts to assist customers. When we reach 17,000 customers we will need to add an additional FTE.

This Offer supports the following Strategic Objectives:

- ECON 3.6 - Deliver exceptional broadband services while finding innovative ways to leverage the network in the city and in the region.

21.1 Convention and Visitor's Bureau Annual Support - Offer Type: Ongoing - Funded

2023 - \$1,330,000
2024 - \$1,400,000

The City contracts with Visit Fort Collins (VFC) to provide convention and visitor services. Since 2006, the contract has been based on a funding model whereby VFC receives 70% of the 3% lodging tax dollars; the Cultural Resources Board receives the remaining 30% to distribute as Fort Fund grants.

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VFC's convention sales and marketing efforts focus on three major markets: sports (youth and amateur), religious and other associations. VFC attends industry trade shows, hosts familiarization tours, and builds partnerships with CSU, the Bike Share Program, area craft brewers, the Downtown Development Authority, North Business Association, Outreach Fort Collins, the River District, Midtown Business Improvement District, the Fort Collins Tourism Improvement District, and multiple City departments.

VFC produces numerous marketing tools including a website that hosts a popular calendar featuring local events and cultural activities, including a section for residents; a robust blog; social media channels including Instagram, Facebook, Twitter, Snapchat and Pinterest; and the Official Visitors and Community Resource Guide, used by visitors, CSU students and parents, and local residents.

With a limited advertising budget, VFC focuses on direct sales, social media and public relations to carry the Fort Collins message and maximize return on investment. This offer also includes research projects including conversion studies to measure marketing effectiveness, convention and meeting marketing intelligence platforms, and visitor profiles.

Sustainability programs are a major part of VFC's public relations efforts, promoting Fort Collins as a leading city in sustainability and protection of the natural environment.

VFC leverages the Downtown Visitor Information Center to inform visitors and residents of the many recreational and cultural activities in Fort Collins. The Certified Tourism Ambassador program engages and educates all aspects of the community in tourism.

This Offer supports the following Strategic Objectives:

- ECON 3.1 - Collaborate with local and regional partners to achieve economic resilience in Northern Colorado.
- ECON 3.2 - Work with key partners to grow diverse employment opportunities in the community.
- CR 2.1 - Provide diverse, inclusive and accessible recreation and cultural programs that drive attendance and cost recovery.

26.1 Engineering Support for Broadband/Small Cell Inspections - Offer Type: Ongoing - Funded

2023 - \$201,938

2024 - \$206,321

Funding this offer will continue to provide a contractual Construction Inspector and a Business Support position to work in the Engineering department. The inspector position will primarily be used for inspection of restoration to the right of way for Connexion broadband. This offer will also provide an administrative position (Business Support) to handle the volume of permits, billing, contractor licenses and closeout documentation that will be issued for the broadband project and small cell inspections.

The current Construction Inspector contractual position will inspect the repairs and restoration to the public ROW infrastructure that will be needed after the fiber is installed. The Construction Inspector will also inspect the location of the new fiber for required clearances from existing City assets.

Currently, the Engineering department has 2.0 FTEs to support ROW inspections and 1.0 FTE for administrative support. It is anticipated that one inspector position (reducing 1 FTE inspector) and the business support position will continue to maintain the average amount of projects for 2022.

The Construction Inspector position will be responsible for the broadband related inspections and will be able to supplement the classified FTE inspectors as needed. The Business Support position will be responsible for the outlined duties above in addition to assisting other Engineering Department Business Support needs. This position will support all telecommunications installations to include Connexion, Vero, Small Cell, Etcetera.

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This Offer supports the following Strategic Objectives:

- ECON 3.6 - Deliver exceptional broadband services while finding innovative ways to leverage the network in the city and in the region.

26.2 Engineering Support for Small Cell Part-Time Hourly Positions - *Offer Type: Enhancement* - Funded 2023 - \$79,730 2024 - \$81,723

This offer will fund two part time positions for the Right of Way (ROW) Management Division, one Senior Construction Inspector position and one Administrative Assistant II position, to assist with the increasing workload associated with the small cell 5G network build-out.

The small cell 5G cellular internet providers will be installing an estimated 1,375 new 5G towers within the City ROW in the next two- to four-year period. Our first large-scale contractor will be installing 230,000 linear feet of broadband lines to support these new towers; 1/3 of which is to be installed within the first year. This constitutes ~14% of the overall small cell project volume when including all of the providers. Each tower installation goes through an arduous review process to ensure that the locations are serviceable by Light & Power, properly spaced from existing utilities and trees, and that the installation will meet all City codes and ordinances. The Administrative Assistant position will help ensure that this intensive permitting process meets the federally mandated timeline for permit approval of each tower location.

The Construction Inspector hourly position will inspect the repairs and restoration to the public ROW infrastructure that will be needed after the broadband fiber and 5G towers are installed. The Construction Inspector will also inspect the location of the new fiber for required clearances from existing City assets.

This Offer supports the following Strategic Objectives:

- ECON 3.6 - Deliver exceptional broadband services while finding innovative ways to leverage the network in the city and in the region.
- NLSH 1.4 - Advance equity for all with an emphasis on racial justice to remove systemic barriers so that persons of all identities, including race, ethnicity, religion, gender and gender identity, age, class, sexual identity, mental and physical abilities and ability can fully participate in City services and experience equitable community outcomes.

26.3 1.0 FTE Contractual to Classified Civil Engineer I for Broadband/Small Cell Design - *Offer Type: Enhancement* - Unfunded 2023 - \$17,121 2024 - \$29,330

This offer will fund a 1.0 contractual FTE Civil Engineer I to work in the Engineering Right of Way (ROW) Inspection division. This position will primarily focus on design work for directing contractors on the installation of broadband and small cell lines throughout the City's ROW.

In addition, the small cell 5G cellular internet providers will be installing an estimated 1,375 new 5G towers within the City ROW in the next two to four years. Our first large-scale contractor will install 230,000 linear feet of broadband lines to support these new towers with 1/3 being installed in the first year. This constitutes ~14% of the overall small cell project volume.

The current system allows contractors to dictate where their lines are installed with minimal input from the City. This has led to many areas becoming too congested with telecommunications lines and obsolete conduit as we do not have a means of creating designs for the providers. With an Engineer focused on this work, the Engineering Department will be able to determine the installation path that is most advantageous to the future of the City.

The Civil Engineer I position will be responsible for directing contractors as to where they may install their towers and lines to ensure that suitable access is made for other providers, in addition to the City's own needs. This position will also be able to supplement the classified FTE inspectors as needed.

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This position will alleviate the need for a multitude of supports from the Locate, Utilities, Light & Power, and Forestry departments by getting ahead of the providers' applications and taking a proactive approach to small cell tower site approvals.

This Offer supports the following Strategic Objectives:

- ECON 3.6 - Deliver exceptional broadband services while finding innovative ways to leverage the network in the city and in the region.
- NLSH 1.4 - Advance equity for all with an emphasis on racial justice to remove systemic barriers so that persons of all identities, including race, ethnicity, religion, gender and gender identity, age, class, sexual identity, mental and physical abilities and ability can fully participate in City services and experience equitable community outcomes.

33.1 Downtown General Improvement District (GID) - Operating Budget - *Offer Type: Ongoing* - Funded 2023 - \$223,275 2024 - \$224,459

In the 1970s, Downtown leaders recognized the need to improve the identity and appearance of the main street to enhance the area as a business and commercial area. In 1976, property owners in the district petitioned for the formation of a general improvement district. Council then formed General Improvement District No. 1 (GID1) as enabled by the City's home rule authority and State law (CRS 31 25 601, et seq.) to fund parking, pedestrian and street beautification improvements in the Downtown commercial area. Councilmembers serve as the Governing Board of the GID, as per statute.

The GID is a major factor in the look and feel of Downtown's public spaces today. The concentration of streetscape improvements funded largely from the GID has had a dramatic impact on the appearance and attraction of the Downtown area.

Funding this offer will provide annual operating expenses for the Downtown GID, including:

- \$75,000 to be used for work related to priority sidewalk and curb replacements
- \$25,000 to be used for work related to capital improvements and capital maintenance in the Downtown area not included in the priority sidewalk and curb replacements
- \$50,000 to be used for work related to Parks and Forestry work in the Downtown area
- \$37,000 for residential property tax rebate program
- \$6,200 for Larimer County Treasurer's fee for collecting the property tax
- \$29,901 for estimated operating costs, including utilities

In addition to the items funded directly in the GID offer, there is one other offer that requests the use of GID funding:

- Offer 55.1: Downtown Parks and Amenities Maintenance (\$90,000 GID ongoing revenue). GID funds are being requested to support the holiday light program, \$90,000. The Downtown Development Authority also contributes \$35,000 to this program.

This Offer supports the following Strategic Objectives:

- ECON 3.3 - Support local businesses by engaging in opportunities for business revival with a focus on the Recovery Plan.

33.2 Metro Districts - *Offer Type: Ongoing* - Funded 2023 - \$5,000 2024 - \$5,000

This offer funds the City's review of proposed Metropolitan District (Metro District) Service Plans

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submitted by private developers. There is dedicated revenue to support this offer. The expense in this offer equals the anticipated revenue to be received.

State statute authorizes the formation of Metro Districts by private developers subject to City Council review and approval. In 2018, the Council adopted a revised policy related to the review and consideration of Metro District service plans, which expanded the circumstances in which Council will consider the use of Metro Districts. Additionally, in April 2021 Council revised the 2018 policy to provide an analysis tool to be used in reviewing new metro district applications. Together these changes will affect the number of applications.

This offer provides the necessary staff capacity and third party review to ensure consistency with the City's adopted policy and provide City Council with an expert recommendation. Staff capacity will manage intake of letters of interest and applications, coordination of internal and third party review, negotiation of Service Plan terms and the process of presenting a recommendation to City Council. Funds used to purchase third party professional services will primarily be used for outside legal counsel, financial analysis, and in some cases engineering review of infrastructure plans.

This offer will deliver consistent review of proposed Metro District Service Plans. Dedicated staff will manage an interdepartmental team of Planning, Development & Transportation; Economic Health; City Attorney's Office; and Finance, resulting in decreased impacts on each.

Metro Districts can provide a wide variety of public improvements and services. When deployed judiciously, these special districts can support developers in achieving specific community goals, such as affordable housing, denser land use patterns, Nature in the City, urban agriculture, renewable energy deployment and many more.

This Offer supports the following Strategic Objectives:

- NLSH 1.5 - Enhance the quality of life and sense of belonging in neighborhoods by connecting neighbors to City services, building community, and fostering harmonious relationships.
- ECON 3.4 - Utilize tools and partnerships to leverage infill and redevelopment opportunities to achieve development consistent with City Plan and supporting the City's broader strategic objectives.

33.3 Business & Workforce Support - Offer Type: Ongoing - Funded

2023 - \$356,149

2024 - \$368,782

Funding this offer supports the City's investment in business support and workforce development, including funding for 2.00 FTE positions (classified) and programmatic costs associated with a variety of business and workforce support activities. This work will benefit both the business community and Fort Collins community members.

The Economic Health Office engages in several specific activities to support businesses and workforce development, including:

- Conducting individual business retention and expansion visits to understand specific business needs and challenges.
- Supporting individual businesses by connecting them to local, regional, state and national resources that can help them thrive.
- Hosting business listening sessions quarterly on a variety of topics. Past topics include Latino Business Owners, Women-Owned Businesses, Start Ups, and West Elizabeth Merchants.
- Supporting sector partnerships to engage in workforce development activities such as manufacturing business visits for high school students and parents.
- Hosting the annual Business Appreciation Celebration to express gratitude to business community partners.
- Engaging and supporting minority- and women-owned businesses with translation and engagement.
- Supporting Larimer County Small Business Development Center through direct funding.
- Engaging with a county-wide strategy for talent development, including re training and employee/employer alignment.

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The above activities support the business community and residents as they continue to face a number of economic headwinds – rising costs, global uncertainty, and climate change. These pressures do not show signs of abating in 2023 and 2024. Continuing to invest in supporting businesses and our workforce will help to increase our economic resilience.

This offer depends on the Economic Health Leadership offer (33.4) to provide overall strategic leadership, organizational integration, and data analysis essential to success.

This Offer supports the following Strategic Objectives:

- ECON 3.3 - Support local businesses by engaging in opportunities for business revival with a focus on the Recovery Plan.
- ECON 3.2 - Work with key partners to grow diverse employment opportunities in the community.
- ECON 3.1 - Collaborate with local and regional partners to achieve economic resilience in Northern Colorado.

33.4 Economic Health Leadership - *Offer Type: Ongoing - Funded*

2023 - \$404,062

2024 - \$419,793

Funding this offer supports the efficient pursuit of Council policies and goals on business support and engagement (both small business and primary employers); workforce development; support of minority-, women- and veteran-owned businesses; innovation; redevelopment; and economic analysis and performance measurement. These efforts focus on engaging Council in policy discussions and local and regional partners in program development and implementation.

This offer supports the business climate and businesses in the community by:

- Funding the EHO Director and Business Specialist positions (2.0 FTE).
- Engaging with and supporting the business community.
- Supporting regional workforce development efforts.
- Engaging in ongoing policy discussions within the City organization ranging from affordable housing to construction impact mitigation.
- Working and leading collaborative engagement with regional partners on challenges that impact our community and region.
- Providing real-time data analysis to target business support interventions and inform strategy.
- Developing relationships with minority-, women- and veteran-owned businesses.
- Sponsoring the ongoing operations of Innosphere Ventures and annual Start Up Week.

EHO is committed to the Triple Bottom Line (TBL) and works to advance economic health goals while considering impacts and opportunities for social and environmental health. The EHO Director applies a TBL approach as they plan/develop policy for economic health and redevelopment, business engagement, workforce development, entrepreneurial support, and sector development.

The EHO Director manages a staff of 7.00 FTE (classified, contractual, and hourly) and an annual ongoing budget of over \$1.0 million (2022) with additional federal and state recovery funds. In addition, EHO leadership provides strategic oversight and policy guidance to the Urban Renewal Authority (Offers 34.1 and 34.2) with an annual budget of \$5,682,349.

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This Offer supports the following Strategic Objectives:

- ECON 3.1 - Collaborate with local and regional partners to achieve economic resilience in Northern Colorado.
- ECON 3.2 - Work with key partners to grow diverse employment opportunities in the community.
- HPG 7.1 - Provide world-class municipal services, while recognizing the importance of multi-sector relationships and partnerships at all levels.

33.5 Use and Business Personal Property Tax Rebates - Offer Type: Continuing Enhancement - Funded **2023 - \$66,351** **2024 - \$42,120**

Funding this offer will support existing Business Assistance Packages providing use and business personal property tax rebates to Broadcom (formerly Avago Wireless Technologies). These assistance packages were previously approved by City Council and require annual appropriation of the applicable rebates (Resolution 2011 066 and Resolution 2012 096).

Each project eligible for a rebate is described below:

- Avago/Broadcom Phase I Building 4 Retrofit: Provided use and business personal property (BPP) tax rebate for the retrofit of a portion of Building 4 and the addition of 92 new jobs. All use tax has been paid out on this project. Personal Property Tax rebates extend until 2023.
- Avago/Broadcom Phase II Building 4 FBar Facility: Provided use and BPP tax rebates for the retrofit of a portion of Building 4 and the addition of 135 jobs. All use tax payments were spread across 7 years for this project and have been paid in full. In addition, the BPP rebate extends for 10 years (ending in 2024).

The payments for this budget cycle include:

- BPP Tax Rebate: \$66,351 in 2023 and 42,120 in 2024

This Offer supports the following Strategic Objectives:

- ECON 3.2 - Work with key partners to grow diverse employment opportunities in the community.

33.6 ARPA For Fort Collins (FFC) Support Local Campaign - Offer Type: 1-Time Enhancement - Unfunded **2023 - \$275,000** **2024 - \$275,000**

Funding this offer will continue the "support local" campaign, For Fort Collins (FFC), launched by the Economic Health Office (EHO) in response to the impacts of the COVID-19 pandemic. FFC provided support to local businesses to help them reopen and has transformed into recovery assistance, while providing resources to the community to encourage supporting local businesses. Local businesses will be served, with a strong focus on supporting the most vulnerable businesses that were disproportionately impacted by the pandemic such as businesses run by people of color, women, veterans and other underserved populations, as well as highly impacted industries. Campaign partners include the Downtown Development Authority, the Fort Collins Area Chamber of Commerce, Visit Fort Collins, and Midtown Fort Collins.

Objectives:

- Support local businesses by bringing more attraction to businesses through promotion, awareness and other support, particularly to businesses that are seeing long term impacts from the pandemic.
- Serve as a mechanism for the City to connect with specific business populations through a platform that is more approachable, an external website and branding independent from the City. Businesses run by people of color are more reluctant to interact with City led initiatives.
- Assist businesses with marketing strategy.

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- Share critical information with businesses.

Expected Outcomes and Impacts:

- Create a safe space to engage with businesses that traditionally do not engage with government entities by creating separate identity
- Increase sales of local businesses
- Increase local customer base for local businesses

Year 1 Deliverables:

- Activations and programming aimed to support business increase revenues
- Continue working with a cultural consultant and business partner organizations

Year 2 Deliverables:

- Expanding current programs and creating additional programs that will promote businesses
- Continue programs & expand reach to new businesses

This Offer supports the following Strategic Objectives:

- ECON 3.3 - Support local businesses by engaging in opportunities for business revival with a focus on the Recovery Plan.
- ARPA Funding Recovery Theme: Economic Recovery

33.7 ARPA 3.0 FTE Contractual - Multicultural Business and Entrepreneurship Center and Portal (Inclusive Business Support) - Offer Type: 1-Time Enhancement - Funded **2023 - \$443,523** **2024 - \$492,483**

Funding this offer will continue and enhance the resources needed to realize equitable economic development by preparing and producing healthier businesses, including entrepreneurs of color. In partnership with the Poudre River Public Library District, the Multicultural Business and Entrepreneurship Center (MBEC) will be supported by three business connectors (two are Spanish bilingual), including 1.0 contractual FTE added in 2022, to serve Fort Collins entrepreneurs including women, people of color, non-English speakers, and veterans.

Objectives:

- Connect entrepreneurs with resources, furthering the commitment that all businesses are privy to the same information, at the same time, and in the language of their heart
- Accessible, user friendly online portal that is a one stop-shop for City programs and resources
- Enhance existing business support programs and agencies, providing multilingual workshops and trainings
- Foster new relationships and build trust across the business community, especially with BIPOC, non English speaking, and women entrepreneurs
- Expand capacity of support resources with two additional engagement specialists to increase business satisfaction

Expected Outcomes and Impacts:

- Stories and lived experiences shared from our business community that have not been shared
- Accessible customer service navigation tools and reporting through the portal
- Increase business starts, growth, resilience, engagement and social capital, especially for people of color and non English speakers

Year 1 Deliverables:

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- Hire and retain two more FTEs as business connectors to significantly increase engagement and resource connections
- Launch technical assistance grants (Offer 33.8)
- Online portal to help customers navigate resources/programs
- Inclusive marketing and outreach plan
- Expand language services beyond Spanish and English

Year 2 Deliverables:

- Workshops and enhanced education

This Offer supports the following Strategic Objectives:

- ECON 3.3 - Support local businesses by engaging in opportunities for business revival with a focus on the Recovery Plan.
- ARPA Funding Recovery Theme: Economic Recovery
- NLSH 1.4 - Advance equity for all with an emphasis on racial justice to remove systemic barriers so that persons of all identities, including race, ethnicity, religion, gender and gender identity, age, class, sexual identity, mental and physical abilities and ability can fully participate in City services and experience equitable community outcomes.

33.8 ARPA 1.0 FTE Contractual Econ Specialist, Small Business & Impacted Sector Grants - Offer Type: **2023 - \$1,064,094**
1-Time Enhancement - Unfunded **2024 - \$1,080,476**

Funding this offer will provide small business grants (SBGs) focused on three primary areas (with additional areas identified as the recovery process continues): Industry Grants, Technical Assistance Grants, and Impacted Sector/Workforce Grants. These grants will target small businesses (less than 50 employees) and impacted sectors such as healthcare and manufacturing located within Fort Collins and who were negatively impacted by the COVID-19 pandemic, including minority-, women-, low-income, and veteran-owned businesses. These businesses were disproportionately impacted by the pandemic.

These grants will be targeted to support impacted businesses as they re establish profitable operations, stabilize employment circumstances, and otherwise recover from the pandemic. Small businesses traditionally do not have the cash reserves or in-house expertise to weather economic downturns or adapt quickly to changing conditions. As a result, many were significantly impacted by the shutdown and resulting public health restrictions. To maintain operations, many took on large amounts of debt, reduced staff, cut costs, and changed operating procedures. Many small businesses report ongoing net losses and continue to struggle to make payroll and meet expenses. The Great Resignation hit the healthcare sector hard during the pandemic and collided with an already strapped healthcare staffing shortage in Northern Colorado.

Supporting business adaptation is essential to continued strong economic recovery. The anticipated results of this project could include: fewer business closures, continued economic recovery (for both individuals and small businesses), increases in net revenues to small businesses, more employment opportunities, community wealth recovery/creation, and enhanced municipal revenues.

This Offer supports the following Strategic Objectives:

- ECON 3.3 - Support local businesses by engaging in opportunities for business revival with a focus on the Recovery Plan.
- ARPA Funding Recovery Theme: Economic Recovery
- ECON 3.2 - Work with key partners to grow diverse employment opportunities in the community.

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33.9 ARPA Small Business Online Marketplace - Offer Type: 1-Time Enhancement - Unfunded

2023 - \$125,000

2024 - \$125,000

Funding this offer will identify and support ways for local retailers to increase revenue generation, which is essential to their resilience and long term success in a changed and changing marketplace. This offer supports businesses' access to existing, new and broader customer bases. This project will help to evaluate and to begin to implement tools to support local retailers competing in the online marketplace.

We saw that the impacts of the pandemic have necessitated a long term shift toward online shopping. Unfortunately, many small, locally owned businesses don't have the capacity to adopt and support an online platform on their own. This marketplace will help local retailers access omnichannel retailing, which means transacting across multiple marketplaces, including in brick and mortars and online.

Objectives:

Address the challenges small, local businesses continue to face:

- Increasing availability of products to existing, new and broader customer bases
- Improving competition with national brands in the online shopping world
- Better reliability in serving local customers as workforce issues prevail

Expected Outcomes and Impacts:

- Increased sales by local retailers, growth and expansion of small businesses
- Increased access for customers to local retailers
- Increased opportunity for remote work, in turn creating diverse employment opportunities in industries like retail that would not traditionally have access to this type of work

Year 1 Deliverables:

- Investigate and research the development of the small business online marketplace
- Engage with key community stakeholders
- Work closely with partners in the development of the marketplace
- Launch the marketplace system

Year 2 Deliverables:

- Continue to closely work and collaborate with the business community and other partner organizations
- Investigation into a local delivery system to supplement the online marketplace and increase access to local customers

This Offer supports the following Strategic Objectives:

- ECON 3.3 - Support local businesses by engaging in opportunities for business revival with a focus on the Recovery Plan.
- ARPA Funding Recovery Theme: Economic Recovery
- ECON 3.2 - Work with key partners to grow diverse employment opportunities in the community.

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33.10 ARPA - Reskill, Upskill, New Skill (RUN) Training Program Support - *Offer Type: 1-Time Enhancement* - 2023 - \$750,000 Unfunded 2024 - \$750,000

Funding this offer will create a program focused on reskilling, upskilling, and new-skilling community members disproportionately impacted by the COVID-19 pandemic. The primary audience will include those in lower-wage jobs, especially black, indigenous, people of color (BIPOC) and women who experienced the greatest employment impact of the pandemic. However, the program will be available to all within the community.

This pilot program will aim to connect the dots and reduce barriers, connecting participants to high quality training and certification while providing a stipend for basic income so that participants can complete their training without economic hardship. Participants will receive additional forms of support. The goal would be to pair the participant with a local employer upon completion of the program through career coaching and support. This program will be administered in coordination with the Economic Specialist proposed in Offer 33.8 and regional partners in workforce, nonprofits and educational institutions.

Funds will be used to support the following costs (not an exhaustive list):

- Basic income to reduce the economic hardship of taking training that competes with earning
- Costs for materials to complete training, such as a laptop, which would become the student's once training is complete
- Tuition offset reducing the cost of training to near zero for participants

The objective of this program is to support existing residents to re engage in the workforce by enhancing their knowledge, skills and abilities to align with current employer needs. Additionally, the intent of the program is to remove/reduce the barriers to obtaining this training. The overall impact is that more individuals who lost their jobs during the pandemic can return to work and do so in a manner that provides flexibility and long term marketability.

This Offer supports the following Strategic Objectives:

- ECON 3.2 - Work with key partners to grow diverse employment opportunities in the community.
- ARPA Funding Recovery Theme: Economic Recovery
- ECON 3.1 - Collaborate with local and regional partners to achieve economic resilience in Northern Colorado.

33.11 1.0 FTE Economic Lead Specialist Capital Project Business Liaison and Program - *Offer Type: Enhancement* - Funded 2023 - \$282,306 2024 - \$311,627

Funding this offer supports a 1.0 FTE position to provide centralized business engagement during construction of capital projects ensuring consistency across projects and continuous improvement.

Well maintained public infrastructure is critical to supporting, enhancing, and promoting our business community. The work to upgrade streets, add public improvements, replace utilities, and construct major capital projects can create significant short term challenges to businesses. This program will provide a range of activities and strategies to enhance engagement with businesses during construction projects.

Existing utility infrastructure needs to be located in accessible right of ways so that it can be maintained and periodically renewed. Utilities anticipates significant infrastructure improvements in the coming decade and beyond. Accessing such infrastructure may adversely impact businesses. This offer will pilot an effort to minimize those impacts while accessing the needed infrastructure in the most cost-effective way to minimize the impacts of such improvements on all ratepayers.

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This pilot program will augment ongoing utility ratepayer service and engagement. Centralizing business customer engagement for capital projects (e.g., utility system projects – especially planned outage/upgrade events) directly benefits utility ratepayers by sharing engagement costs with other departments. A portion of the outreach planned for the pilot includes services previously delivered as part of specific utility project costs.

The intent of this program is to reduce the negative impacts on businesses when major capital projects occur by providing early warning and smooth operations. The program will not replace lost revenue or provide rent relief to businesses.

This Offer supports the following Strategic Objectives:

- ECON 3.3 - Support local businesses by engaging in opportunities for business revival with a focus on the Recovery Plan.
- HPG 7.1 - Provide world-class municipal services, while recognizing the importance of multi-sector relationships and partnerships at all levels.

34.1 Urban Renewal Authority - *Offer Type: Ongoing - Funded*

2023 - \$665,216

2024 - \$682,345

This offer funds Urban Renewal Authority (URA) administration and operations. The URA brings together local tax-collecting organizations to collaborate and remediate blight to create a better community for everyone. The URA currently has four active tax increment financing (TIF) districts.

The URA program makes important contributions to the City's vibrancy with an emphasis on triple bottom-line benefits and placemaking. URA's revitalization objectives include:

- Create vibrant neighborhoods
- Support projects that achieve objectives outlined in Community Investment Plans
- Catalyze projects and accelerate investments that would not otherwise happen, thereby creating improvements with lasting value
- Encourage development projects that enhance local character, culture, economy and quality of life
- Improve public infrastructure (streets, storm drainage, sewer, utilities, etc.) in areas where deficiencies exist
- Incentivize high efficiency buildings and development projects in support of Our Climate Future
- Retain, expand and attract businesses for the purpose of improving the City's economic base as demonstrated by projects that retain/create jobs, increase the manufacturing base, etc.
- Create destination locations, including mixed use projects, that will capture additional revenue to the area
- Support a spectrum of housing affordability options
- Protect natural habitats and features
- Remove impediments to desired development
- Encourage development that is consistent with City Plan, subarea plans and approved Urban Renewal Plans
- Create, accelerate and enhance projects that meet broader community objectives including those of taxing entities

The URA is not dependent on the General Fund; funding comes from incremental property and sales tax revenues resulting from new activity enabled and catalyzed by URA investments.

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This Offer supports the following Strategic Objectives:

- ECON 3.1 - Collaborate with local and regional partners to achieve economic resilience in Northern Colorado.
- ECON 3.4 - Utilize tools and partnerships to leverage infill and redevelopment opportunities to achieve development consistent with City Plan and supporting the City's broader strategic objectives.

34.2 Urban Renewal Authority Debt Service - *Offer Type: Ongoing - Funded*

2023 - \$5,011,807

2024 - \$5,111,207

This offer funds the payment of Urban Renewal Authority (URA) debt and obligation payments across three tax increment financing (TIF) districts. The College and Drake URA does not have obligation payments since it was established in 2020. These debts and obligations include bond payments (North College and Foothills Mall), Redevelopment/Project Agreements, and City loan agreements.

The URAs issue debt to help finance various development projects in the URA districts, such as the King Sooper Marketplace and The Lyric in the North College URA. The debt service expense is paid for by the tax increment revenue collected by the URA districts over the life of the URA (30 years). The URA uses tax increment funding for all debt and obligation payments; the URA is not dependent on the General Fund.

This Offer supports the following Strategic Objectives:

- ECON 3.1 - Collaborate with local and regional partners to achieve economic resilience in Northern Colorado.
- ECON 3.4 - Utilize tools and partnerships to leverage infill and redevelopment opportunities to achieve development consistent with City Plan and supporting the City's broader strategic objectives.

45.1 ARPA - Learning Loss Mitigation and Development Support (K-12) - *Offer Type: 1-Time Enhancement - Unfunded*

2023 - \$350,000

2024 - \$350,000

This offer will provide funding for grants to community programs that support K 12 students in Fort Collins with learning loss mitigation, academic and skill practice enrichment, mental and social development supports, and high intensity tutoring.

The City awarded grants for similar learning loss mitigation activities in 2022 using ARPA dollars. The funding from this 2023 2024 budget offer may provide continuation funding to those grantees, as well as new or emerging programs addressing these student needs.

The grant awards will pay for eligible costs necessary to operate the various community programs, such as personnel (direct service staff and program management staff), program materials, student transportation, background checks, fee subsidies for families, equipment, site rentals, and other program specific expenses.

In addition to prioritizing services toward students with high risk factors and/or marginalized identities, programs receiving grants will lead or develop direct service programs that advance:

- Completion of unfinished academic learning
- Support for student social/emotional/mental well being
- Acceleration of learning loss mitigation
- Building strong developmental and academically aligned relationships with adults
- Support for skill practice enrichment

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Programs eligible to receive these grants may include those led by local nonprofit organizations, Poudre School District (PSD), libraries, museums, or vendors contracted with PSD that offer sliding scale fees for income-qualified families.

Sustained mitigation programming is crucial for long term academic achievement, social/emotional/behavioral development, and creating safe learning environments for Fort Collins students. Existing programs will be further stabilized with reliable funding and opportunities to expand and adapt. New and exploratory programs may also be seeded with funding to assess and pilot activities that meet emerging needs.

This Offer supports the following Strategic Objectives:

- ECON 3.2 - Work with key partners to grow diverse employment opportunities in the community.
- ARPA Funding Recovery Theme: Economic Recovery

45.2 ARPA - 1.0 Contractual FTE & Childcare System Support - Offer Type: 1-Time Enhancement - Funded 2023 - \$477,525 2024 - \$498,598

This offer will extend and expand the City's support for system level childcare projects in the community, through a grant program dedicated to childcare initiatives and partnerships that specifically target expanding access and stabilizing services for low and moderate income families.

Programs receiving grants will lead or develop the following types of projects:

- Fee subsidies for income qualified families
- Physical spaces for new childcare and early childhood education services
- Renovations to existing childcare spaces to improve quality and safety
- Workforce recruitment, training and retention (classroom teachers & staff)
- Accessibility resources for vulnerable populations (e.g., language access, transportation support, licensing courses in Spanish)

A portion of the funds will also support the extension of a 1.0 contractual FTE position housed in the City's Recreation Department, currently under consideration for pilot later in 2022, focusing on mental/behavioral needs in their licensed childcare programs.

The City has awarded funds to childcare system projects since 2018, including a similar grant process in 2022 using ARPA dollars. This 2023 2024 budget offer may provide continuation funding to those grantees, as well as new projects.

This offer supports the City Council priority related to identifying barriers and needs related to increasing the supply of affordable childcare, especially in the wake of the COVID-19 pandemic. Childcare is also recognized as a critical driver of economic health in Fort Collins.

This offer addresses these key needs that are burdening the childcare system and families with young children:

- Childcare spot shortages
- Labor shortage of childcare workers, fueled by low wages, limited benefits and certification costs
- Access barriers for vulnerable populations, including immigrants and low income populations
- Challenging behaviors and mental health conditions that impair learning and development

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This Offer supports the following Strategic Objectives:

- ECON 3.7 - Collaborate with local and regional partners to advance equitable and affordable childcare solutions.
- ARPA Funding Recovery Theme: Economic Recovery
- NLSH 1.2 - Collaborate to leverage community partners' expertise in addressing priority human service issues like poverty and mental health, and to make homelessness rare, brief and non-recurring.

55.1 Downtown Parks and Amenities Maintenance - Offer Type: Ongoing - Funded

2023 - \$2,089,983

2024 - \$2,167,543

This offer funds the Parks Department's outside grounds maintenance for City owned facilities, parks and infrastructure within the Downtown core area. The Downtown core is a unique attribute to the inventory of businesses in Fort Collins.

This area is defined as College Avenue between Vine Drive and Mulberry Street, and three blocks east and west of College Avenue. Maintenance areas include street corners, tree grates, medians, Old Town Square, Oak Street Plaza, parks (Washington, Library, Civic Center, Whitewater, Old Fort Collins Heritage), City facilities, and Linden Street north to the Poudre River. This offer also includes funding for the Downtown Holiday Lights program and maintenance for the Police headquarters building on Timberline Road.

Maintenance includes litter control; turf care; irrigation maintenance; shrub bed maintenance; tree trimming; infrastructure repair; graffiti removal; power washing College Avenue corners and sidewalks, alleys, and plaza areas; and fountain maintenance at Oak Street Plaza, Old Town Square, Lincoln Center and medians. Flower beds, pots and hanging baskets are maintained throughout Downtown and at City facilities. The flower program includes planting and maintaining approximately 135,000 square feet of flower beds, 314 hanging baskets and 450 pots. Staff plants approximately 45,000 annual flowers in pots, beds and baskets every spring. All flowers are grown locally. Snow removal is provided during the winter months on the College Avenue corners, City facilities, Oak Street Plaza, Old Town Square and various parks.

The level of maintenance the City provides in the Downtown core area has been integral to the area's success, which is an important economic driver for the community. Providing a clean, safe and attractive environment encourages visitation and a vibrant economy.

This Offer supports the following Strategic Objectives:

- ECON 3.3 - Support local businesses by engaging in opportunities for business revival with a focus on the Recovery Plan.
- HPG 7.8 - Evaluate the City's assets and infrastructure to most effectively prioritize funding that best maintains and protects those investments, while improving the customer experience.
- CR 2.5 - Ensure safety and access to and within in City parks, natural areas, paved trails, and cultural and recreation facilities for visitors and employees

55.2 Downtown Maintenance - Downtown Development Authority Facilities & Infrastructure, Old Town Square - Offer Type: Ongoing - Funded

2023 - \$507,592

2024 - \$523,817

This offer funds the Parks Department's outside grounds maintenance for Downtown Development Authority (DDA)-owned or maintained facilities and infrastructure within the Downtown core area. This area encompasses Old Town Square (OTS) and DDA-renovated alleys.

Maintenance includes litter control, irrigation maintenance, shrub bed maintenance, infrastructure repair, graffiti removal, power washing, snow/ice removal, and

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interactive water feature operation and maintenance. The flower program includes planting and maintaining flower beds, pots and hanging baskets. All flowers are grown locally. The DDA also contributes to the festive holiday lighting program in the Downtown core.

Old Town Square (OTS) is under a shared maintenance agreement with the DDA. The City contributes 1/3 and the DDA contributes 2/3 of maintenance funding. Total costs directly associated with OTS for 2022 will be \$257,501; DDA's share is \$172,381. The City's share, \$85,120 is included in the Downtown Landscaping Offer 55.1. The City also has an Intergovernmental Agreement with the DDA for maintenance of renovated alleys. These alleys include Old Firehouse Alley, Montezuma Fuller Alley, Campus North subdistrict alleys (Dalzell Alley, Wattles Alley and Corbin Alley), Beardmore Alley, Reidhead Alley, Godinez Alley, Tenney Alley North and West Oak Alley. Construction of Harper Goff Alley, West Olive Alley and East Myrtle Alleys are to be completed in Q4 of 2023. Total maintenance costs in this offer for the alleys are \$251,137 for 2022. The DDA pays 100% of maintenance costs for the alleys.

The partnership between the City and DDA to maintain these areas and provide space for events has been integral to the success of the Downtown area, which is an important economic driver and space for cultural events for the community. Providing a clean, safe and attractive environment encourages visitation, a vibrant economy and space for all in the community to enjoy.

This Offer supports the following Strategic Objectives:

- ECON 3.3 - Support local businesses by engaging in opportunities for business revival with a focus on the Recovery Plan.
- HPG 7.8 - Evaluate the City's assets and infrastructure to most effectively prioritize funding that best maintains and protects those investments, while improving the customer experience.

55.3 1.0 FTE Technician, Parks - Downtown Horticulture - Offer Type: *Enhancement* - Funded

2023 - \$61,251

2024 - \$81,563

Funding this offer provides support to expand the Parks Division's horticulture maintenance for facilities and infrastructure within the Downtown core, City facilities and surrounding parks.

The expansion of the Downtown horticulture program has outgrown the capacity of the one existing Horticulture Technician position to successfully handle the current workload. Horticulture responsibilities in the Downtown core include approximately 194,000 sq. ft. of shrub/flower beds along streets, City facilities, plazas and parks. In addition, there are approximately 450 pots planted with annual flowers and 314 hanging baskets located throughout the Downtown core along streets, plazas, alleys and City facilities. This equates to approximately 5 acres of extensive horticulture responsibility including annual planting, maintenance, shrub bed renovations, fall cleanup and holiday decorations.

Additionally, this position is needed to meet the logistical needs of designing, ordering plants, irrigation maintenance, and care of approximately 45,000 annual flowers, as well as providing daily coordination, oversight and training of hourly employees. In 2022, two DDA owned renovated alleys were added to the Parks Department's responsibilities (Tenney Alley North and Oak Street Alley). In 2023, additional horticulture maintenance will include the Linden Street renovation (located between Walnut Street and Jefferson Street) and three new DDA owned renovated alleys.

It is the Parks Division's plan to expand the scope of this Horticulture Technician's responsibilities to include the government buildings/public facilities/parks surrounding Downtown that are currently lacking a dedicated Horticulture Technician and do not meet the standards of excellence of the Downtown core.

Funding this position is imperative to sustaining and improving the current level of service Downtown and creating a sustainable program into the future.

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This Offer supports the following Strategic Objectives:

- ECON 3.3 - Support local businesses by engaging in opportunities for business revival with a focus on the Recovery Plan.
- CR 2.2 - Address infrastructure and amenity replacement and maintenance needs of trails, parks, cultural and recreation facilities while continuing the planned buildout of the parks and paved trail systems.

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Environmental Health

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



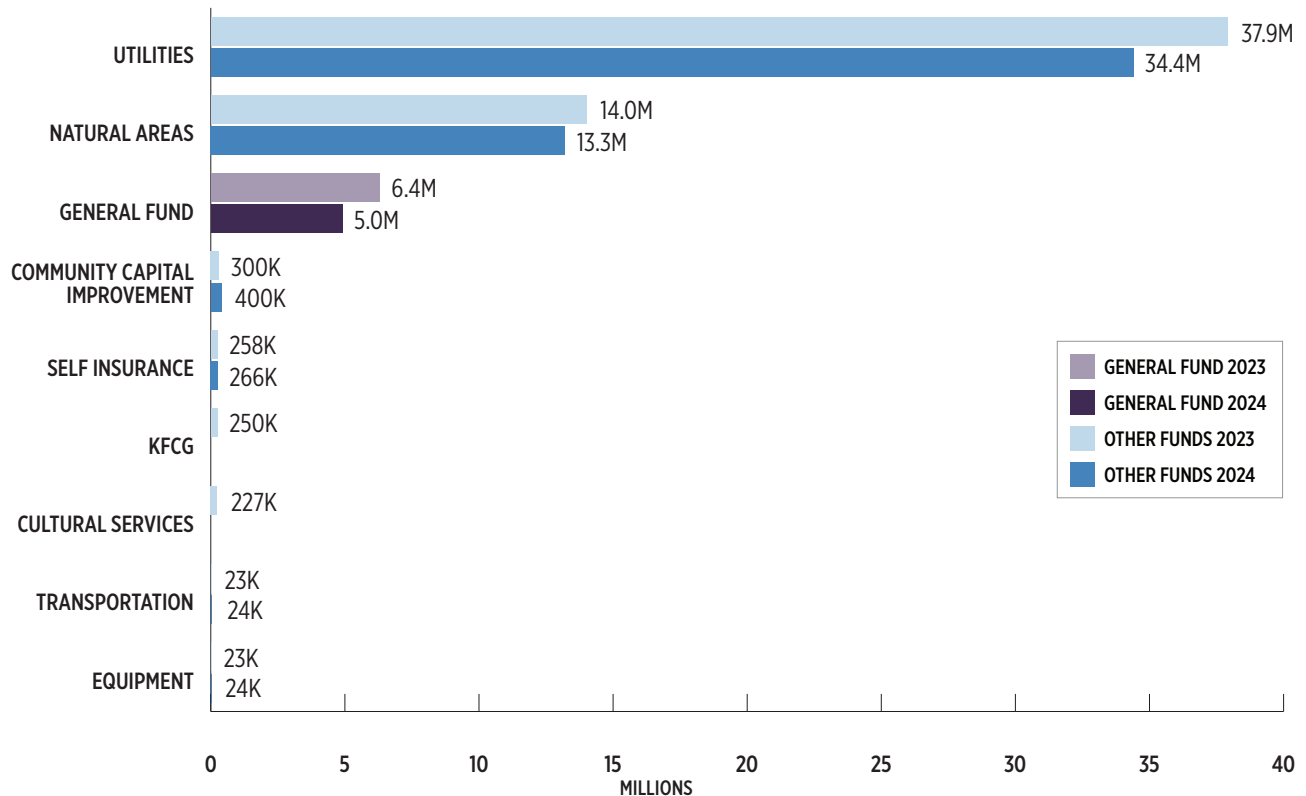


Environmental Health

2023 General Fund & Other Funds – \$59.4 M

2024 General Fund & Other Funds – \$53.4 M

- Water
- Wastewater
- Natural Areas
- Environmental Services



OVERVIEW

The Environmental Health Outcome funds a variety of programs that are a high priority for our community and City Council, including air quality and waste reduction. The majority of this budget funds efficiency and conservation programs in the water and wastewater utilities, as well as the utilities Light and Power renewable energy purchase. These efforts support the City's Climate Action Plan efficiency goals. The Environmental Health Outcome also includes offers funded by the dedicated .25% sales tax for Natural Areas. The strategic objectives for Environmental Health, as outlined in the 2022 Strategic Plan, are as follows:

- 4.1 Intensify efforts to meet 2030 climate, energy and 100% renewable electricity goals that are centered in equity and improve community resilience.
- 4.2 Improve indoor and outdoor air quality.
- 4.3 Accelerate efforts to achieve 2030 zero waste goals.
- 4.4 Provide a resilient, reliable, and high-quality water supply.
- 4.5 Protect and enhance natural resources on City-owned properties and throughout the community.
- 4.6 Sustain and improve the health of the Cache la Poudre River and all watersheds within Fort Collins.
- 4.7 Expand the Natural Areas land portfolio while simultaneously protecting existing lands and improving equitable access to nature.

KEY PURCHASES

- Water operations and distribution
- Water conservation
- Wastewater operations
- Energy efficiency programs & renewable energy purchases
- Environmental services and Timberline Recycling Center operations
- Air quality & waste reduction
- Natural Areas program, land management & visitor services
- Nature in the City

Enhancements and Positions Added*

Offer #	Offer Title	Primary Strat. Obj.	2023	2024
1.6	Utilities: Light & Power - Electric Vehicle Monitoring and Management Demonstration	4.1	100,000	100,000
1.7	Utilities: Light & Power - Grid Flexibility Communication Protocol	4.1	200,000	50,000
1.8	Utilities: Light & Power - Grid Integrated Water Heater Installations	4.1	175,000	355,000
1.9	Utilities: Light & Power - Direct Install Demand Response T-stat Replacement	4.1	100,000	100,000
1.14	Utilities: Wastewater - Collection System Replacement	4.6	1,750,000	1,750,000
1.41	Utilities: Xeriscape Incentive Program for HOAs and Commercial Properties	4.4	75,000	75,000
1.42	Utilities: Water Efficiency Plan Update	4.4	100,000	150,000
1.43	Utilities: Wastewater Mulberry UV Disinfection System and Infrastructure Improvement	4.6	3,660,000	0
1.44	Utilities: Wastewater, Water Reclamation and Biosolids Master Plan	4.6	700,000	0
1.45	Environmental Learning Center Flow Restoration Project	4.6	2,089,196	0
1.48	Utilities: Water Quality Services - Poudre Water Quality Network	4.6	50,000	50,000
1.50	Utilities: Wastewater HVAC Improvements	4.2	600,000	600,000
1.51	Utilities: Wastewater - 1.0 FTE Lead Plant Operator	4.6	67,668	82,229
1.52	Utilities: Wastewater - Collection System Master Plan Update	4.6	0	150,000
1.53	Utilities: Wastewater - Meadow Springs Ranch Vehicle Storage Facility	4.5	300,000	0
32.7	Timberline Recycling Center Equipment Replacement	4.3	231,960	0
32.8	Timberline Recycling Center - Budget Right-Sizing for Ongoing Operations	4.3	58,085	58,085
32.9	Disposable Bag Ordinance Implementation and Ongoing Programs; includes 1.0 FTE Disposable Bag Ordinance Implementation and 1.0 FTE Waste Reduction and Recycling Volunteer and Partner Coordinator	4.3	1,454,406	1,585,436
32.11	Air Quality Monitoring Fund	4.2	100,000	100,000
32.15	Municipal Innovation Funds	4.1	125,000	125,000

32.16	Seed Funding for a Partner-Led Sustainable Business Program	4.1	144,000	144,000
32.17	Increasing Community Leadership for Our Climate Future	4.1	60,000	60,000
44.10	Natural Areas - 1.0 FTE Environmental Planner	4.5	88,723	92,760
48.2	Nature in the City - CCIP	4.5	300,000	400,000
75.1	Landfill Groundwater Remediation IGA	4.5	650,000	100,000
79.1	Hoffman Mill Scale House Renovation	4.3	250,000	0
81.1	Lincoln Center Converting Stage Lighting to LED	4.1	454,555	0
83.1	Parks Lawn and Garden Equipment Replacement	4.1	35,000	35,000
TOTAL:			\$13,918,593	\$6,162,510

** Some Offers listed as 'Enhancements' may have been funded in prior budget cycles but, were not included in Ongoing Offers.*

Drilling Platform - Ranked Offers by Outcome

Budget Years: 2023 - 2024

ENVIRONMENTAL HEALTH - 2023

Rank	Offer # & Name	Offer Cost Total	Offer Funding			
			GENERAL FUND Dedicated	Ongoing	OTHER FUNDS	RESERVES
Not Ranked	1.1 - Utilities Light & Power: Community Renewable Purchased Power Offer Type: Ongoing	2,390,291	0	0	2,390,291 <i>Light & Power</i>	0
Not Ranked	1.2 - Utilities Light & Power: Energy Services Offer Type: Ongoing	4,511,206	0	0	4,511,206 <i>Light & Power</i>	0
Not Ranked	1.3 - Utilities Light & Power: Demand Response Offer Type: Ongoing	860,000	0	0	860,000 <i>Light & Power</i>	0
Not Ranked	1.4 - Utilities Light & Power: Renewable Customer Programs Offer Type: Ongoing	1,181,000	0	0	1,181,000 <i>Light & Power</i>	0
Not Ranked	1.5 - Utilities Light & Power: Epic Loans Capital Accounting Offer Type: Ongoing	3,040,000	0	0	3,040,000 <i>Light & Power</i>	0
Not Ranked	1.13 - Utilities: Wastewater Engineering Offer Type: Ongoing	587,515	0	0	587,515 <i>Wastewater</i>	0
Not Ranked	1.21 - Utilities: Wastewater - Minor Capital Offer Type: Asset Management-Ongoing	1,230,000	0	0	1,230,000 <i>Wastewater</i>	0
Not Ranked	1.40 - Utilities: Water Conservation Offer Type: Ongoing	1,244,222	0	0	1,244,222 <i>Water</i>	0
Not Ranked	1.23 - Utilities: Environmental Regulatory Affairs Offer Type: Ongoing	1,006,011	0	0	1,006,011 <i>Transportation Equipment Self Insurance Utility CS&A</i>	0
Not Ranked	1.25 - Utilities: Wastewater - Water Reclamation and Biosolids Offer Type: Ongoing	6,662,010	0	0	6,662,010 <i>Wastewater</i>	0

Drilling Platform - Ranked Offers by Outcome

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ENVIRONMENTAL HEALTH - 2023

Rank	Offer # & Name	Offer Cost	Offer Funding			
		Total	GENERAL FUND Dedicated	Ongoing	OTHER FUNDS	RESERVES
Not Ranked	1.26 - Utilities: Stormwater - Stormwater Quality Programs Offer Type: Ongoing	461,244	0	0	461,244 <i>Stormwater</i>	0
Not Ranked	1.28 - Utilities: Water Reclamation and Biosolids Capital Replacement Offer Type: Asset Management-Ongoing	530,000	0	0	530,000 <i>Wastewater</i>	0
Not Ranked	1.29 - Utilities: Water Quality Services - Pollution Control Lab Offer Type: Ongoing	1,286,386	0	0	1,286,386 <i>Wastewater</i>	0
Not Ranked	1.34 - Utilities: Wastewater-Wastewater Supervisory Control and Data Acquisition (SCADA) operational technology asset replacement program Offer Type: Asset Management-Ongoing	500,000	0	0	500,000 <i>Wastewater</i>	0
Not Ranked	1.35 - Utilities: Wastewater - Trunk & Collection Offer Type: Ongoing	1,963,954	0	0	1,963,954 <i>Wastewater</i>	0
Not Ranked	1.36 - Wastewater - Collection Small Capital Projects Offer Type: Asset Management-Ongoing	1,500,000	0	0	1,500,000 <i>Wastewater</i>	0
Not Ranked	1.37 - Wastewater - Cured in Place Pipe Lining Offer Type: Asset Management-Ongoing	750,000	0	0	750,000 <i>Wastewater</i>	0
Not Ranked	32.1 - Environmental Services Leadership Offer Type: Ongoing	246,170	0	246,170	0	0
Not Ranked	32.2 - Waste Reduction & Recycling Offer Type: Ongoing	892,114	609,399	235,429	0	47,286 <i>General Fund</i>
Not Ranked	32.3 - Air Quality Offer Type: Ongoing	628,114	299,417	297,173	0	31,524 <i>General Fund</i>

Drilling Platform - Ranked Offers by Outcome

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ENVIRONMENTAL HEALTH - 2023

Rank	Offer # & Name	Offer Cost	Offer Funding			
		Total	GENERAL FUND Dedicated	Ongoing	OTHER FUNDS	RESERVES
Not Ranked	32.4 - Climate Commitment Offer Type: Ongoing	428,687 <i>Prior KFCG 0.25% for Other Comm & Trans - Ongoing Revenue</i>	52,450	376,237	0	0
Not Ranked	32.5 - Municipal Sustainability Offer Type: Ongoing	139,868	0	139,868	0	0
Not Ranked	32.6 - Timberline Recycling Center Offer Type: Ongoing	300,132 <i>Prior KFCG 0.25% for Other Comm & Trans - Ongoing Revenue</i>	300,132	0	0	0
Not Ranked	44.1 - Natural Areas - Land Conservation Offer Type: Ongoing	4,933,709	0	0	4,933,709 <i>Natural Areas</i>	0
Not Ranked	44.2 - Natural Areas - Department Management Offer Type: Ongoing	1,336,488	0	0	1,336,488 <i>Natural Areas</i>	0
Not Ranked	44.3 - Natural Areas - Public Engagement Offer Type: Ongoing	671,765	0	0	671,765 <i>Natural Areas</i>	0
Not Ranked	44.4 - Natural Areas - Resource Management Offer Type: Ongoing	1,791,818	0	0	1,791,818 <i>Natural Areas</i>	0
Not Ranked	44.5 - Natural Areas - Trails and Visitor Amenities Offer Type: Ongoing	1,395,759	0	0	1,395,759 <i>Natural Areas</i>	0
Not Ranked	44.6 - Natural Areas - Facility Operations Offer Type: Ongoing	828,497	0	0	828,497 <i>Natural Areas</i>	0
Not Ranked	44.7 - Natural Areas - Planning & Special Projects Offer Type: Ongoing	1,586,081 <i>Prior KFCG 0.25% for Other Comm & Trans - Ongoing Revenue</i>	39,555	10,143	1,536,383 <i>Natural Areas</i>	0
Not Ranked	44.8 - Natural Areas - Asset Management Offer Type: Asset Management-Ongoing	476,100	0	0	476,100 <i>Natural Areas</i>	0

Drilling Platform - Ranked Offers by Outcome

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ENVIRONMENTAL HEALTH - 2023

Rank	Offer # & Name	Offer Cost	Offer Funding			
		Total	GENERAL FUND Dedicated	Ongoing	OTHER FUNDS	RESERVES
Not Ranked	48.1 - Nature in the City Offer Type: Ongoing	110,417	110,417	0	0	0
		<i>Prior KFCG 0.25% for Other Comm & Trans - Ongoing Revenue</i>				
33	1.51 - Utilities: Wastewater - 1.0 FTE Lead Plant Operator Offer Type: Enhancement	67,668	0	0	67,668	0
					<i>Wastewater</i>	
34	44.10 - Natural Areas - 1.0 FTE Environmental Planner Offer Type: Enhancement	88,723	0	0	88,723	0
					<i>Natural Areas</i>	
38	1.14 - Utilities: Wastewater - Collection System Replacement Offer Type: Continuing Enhancement	1,750,000	0	0	0	1,750,000
						<i>Wastewater</i>
39	1.48 - Utilities: Water Quality Services - Poudre Water Quality Network Offer Type: Enhancement	50,000	0	0	50,000	0
					<i>Water Wastewater</i>	
40	1.53 - Utilities: Wastewater - Meadow Springs Ranch Vehicle Storage Facility Offer Type: Enhancement	300,000	0	0	300,000	0
					<i>Wastewater</i>	
42	1.43 - Utilities: Wastewater Mulberry UV Disinfection System and Infrastructure Improvement Offer Type: Asset Management-Enhanced	3,660,000	0	0	0	3,660,000
						<i>Wastewater</i>
43	32.8 - Timberline Recycling Center - Budget Right-Sizing for Ongoing Operations Offer Type: Continuing Enhancement	58,085	58,085	0	0	0
		<i>Prior KFCG 0.25% for Other Comm & Trans - Ongoing Revenue</i>				
44	79.1 - Hoffman Mill Scale House Renovation Offer Type: Capital Project	250,000	0	0	0	250,000
						<i>Keep Fort Collins Great</i>

Drilling Platform - Ranked Offers by Outcome

Budget Years: 2023 - 2024

ENVIRONMENTAL HEALTH - 2023

Rank	Offer # & Name	Offer Cost	Offer Funding			
		Total	GENERAL FUND Dedicated	Ongoing	OTHER FUNDS	RESERVES
45	1.6 - Utilities: Light & Power - Electric Vehicle Monitoring and Management Demonstration Offer Type: Continuing Enhancement	100,000	0	0	0	100,000 <i>Light & Power</i>
46	48.2 - Nature in the City - CCIP Offer Type: Enhancement	300,000	0	0	300,000 <i>Community Capital Improvement</i>	0
47	32.11 - Air Quality Monitoring Fund Offer Type: Enhancement	100,000	0	100,000	0	0
48	32.15 - Municipal Innovation Funds Offer Type: Enhancement	125,000	0	125,000	0	0
49	1.7 - Utilities: Light & Power - Grid Flexibility Communication Protocol Offer Type: Enhancement	200,000	0	0	200,000 <i>Light & Power</i>	0
51	32.9 - Disposable Bag Ordinance Implementation and Ongoing Programs; includes 1.0 FTE Disposable Bag Ordinance Implementation and 1.0 FTE Waste Reduction and Recycling Volunteer and Partner Coordinator Offer Type: Enhancement	1,454,406	1,454,406	0	0	0 <i>Recyclable Bag Fees</i>
52	81.1 - Lincoln Center Converting Stage Lighting to LED Offer Type: 1-Time Enhancement	454,555	0	0	0	454,555 <i>General Fund Cultural Services</i>
54	1.50 - Utilities: Wastewater HVAC Improvements Offer Type: Continuing Enhancement	600,000	0	0	0	600,000 <i>Wastewater</i>
55	83.1 - Parks Lawn and Garden Equipment Replacement Offer Type: 1-Time Enhancement	35,000	0	0	0	35,000 <i>General Fund</i>
56	1.41 - Utilities: Xeriscape Incentive Program for HOAs and Commercial Properties Offer Type: Continuing Enhancement	75,000	0	0	75,000 <i>Water</i>	0

Drilling Platform - Ranked Offers by Outcome

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ENVIRONMENTAL HEALTH - 2023

Rank	Offer # & Name	Offer Cost Total	Offer Funding			
			GENERAL FUND Dedicated	Ongoing	OTHER FUNDS	RESERVES
58 Project	1.45 - Environmental Learning Center Flow Restoration Offer Type: Capital Project	2,089,196	0	0	730,484 <i>Natural Areas Water Wastewater</i>	1,358,712 <i>General Fund Natural Areas</i>
59	75.1 - Landfill Groundwater Remediation IGA Offer Type: Capital Project	650,000	0	0	0	650,000 <i>General Fund</i>
60	1.42 - Utilities: Water Efficiency Plan Update Offer Type: 1-Time Enhancement	100,000	0	0	100,000 <i>Water</i>	0
62 Replacement	32.7 - Timberline Recycling Center Equipment Offer Type: Asset Management-Enhanced	231,960	231,960	0	0 <i>Recyclable Bag Fees</i>	0
64 Plan Update	1.52 - Utilities: Wastewater - Collection System Master Offer Type: Enhancement	0	0	0	0 <i>Wastewater</i>	0
65	1.44 - Utilities: Wastewater, Water Reclamation and Biosolids Master Plan Offer Type: 1-Time Enhancement	700,000	0	0	0	700,000 <i>Wastewater</i>
66	1.9 - Utilities: Light & Power - Direct Install Demand Response T-stat Replacement Offer Type: Capital Project	100,000	0	0	100,000 <i>Light & Power</i>	0
68	32.16 - Seed Funding for a Partner-Led Sustainable Business Program Offer Type: Enhancement	144,000	0	0	17,250 <i>Utility CS&A</i>	126,750 <i>General Fund Utility CS&A</i>
70 Installations	1.8 - Utilities: Light & Power - Grid Integrated Water Heater Offer Type: Capital Project	175,000	0	0	0	175,000 <i>Light & Power</i>

Drilling Platform - Ranked Offers by Outcome

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ENVIRONMENTAL HEALTH - 2023

Rank	Offer # & Name	Offer Cost	Offer Funding			
		Total	GENERAL FUND Dedicated	Ongoing	OTHER FUNDS	RESERVES
72 Future	32.17 - Increasing Community Leadership for Our Climate Offer Type: Enhancement	60,000	60,000	0	0	0
		<i>Prior KFCG 0.25% for Other Comm & Trans - Ongoing Revenue</i>				
Funded Offers		59,388,151	3,215,821	1,530,020	44,703,483	9,938,827
36 Assurance Technician	1.47 - Utilities: Water Quality Services - 1.0 FTE Quality Offer Type: Enhancement	68,490	0	0	68,490	0
		<i>Water Wastewater</i>				
41 Replacement	1.39 - Utilities: Wastewater - Collection System Offer Type: Asset Management-Enhanced	520,000	0	0	520,000	0
		<i>Wastewater</i>				
50	1.27 - Utilities: Wastewater - Developer Repayments Offer Type: Continuing Enhancement	0	0	0	0	0
		<i>Wastewater</i>				
53 Efficiency Improvements	53.1 - Transfort Maintenance Facility Environmental Offer Type: Asset Management-Enhanced	427,000	0	0	0	427,000
		<i>General Fund</i>				
57 Operator	1.38 - 1.0 FTE Wastewater Collections Utility Maintenance Offer Type: Enhancement	67,406	0	0	67,406	0
		<i>Wastewater</i>				
61 Specialist	32.19 - 1.0 FTE - Municipal Industrial Recycling Senior Offer Type: Enhancement	94,914	0	47,457	47,457	0
		<i>Water</i>				
63 Update	32.14 - Municipal Sustainability & Adaptation Plan (MSAP) Offer Type: 1-Time Enhancement	62,030	0	0	0	62,030
		<i>General Fund</i>				

Drilling Platform - Ranked Offers by Outcome

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ENVIRONMENTAL HEALTH - 2023

Rank	Offer # & Name	Offer Cost	Offer Funding			
		Total	GENERAL FUND Dedicated	Ongoing	OTHER FUNDS	RESERVES
67	1.49 - Utilities: Wastewater – Drake Water Reclamation Facility Headworks Offer Type: Asset Management-Enhanced	0	0	0	0	0
					Wastewater	
69	1.24 - Household Hazardous Waste Collection Offer Type: Continuing Enhancement	184,000	0	102,222	81,778	0
					Stormwater	
71	1.10 - ARPA - Utilities Light & Power: 1.0 FTE Contractual Project Manager & Manufactured Home Efficiency Acceleration Initiative Offer Type: 1-Time Enhancement	187,806	0	0	0	187,806
						General Fund
73	53.2 - Transfort System-Wide Landscaping and Irrigation Renovations Offer Type: 1-Time Enhancement	1,222,000	0	0	0	1,222,000
						General Fund
74	32.12 - Innovate Fort Collins Challenge Offer Type: 1-Time Enhancement	300,000	300,000	0	0	0
			Prior KFCG 0.25% for Other Comm & Trans - Ongoing Revenue			
Unfunded Offers		3,133,646	300,000	149,679	785,131	1,898,836
Total Offers		62,521,797	3,515,821	1,679,699	45,488,614	11,837,663

Drilling Platform - Ranked Offers by Outcome

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ENVIRONMENTAL HEALTH - 2024

Rank	Offer # & Name	Offer Cost	Offer Funding			
		Total	GENERAL FUND Dedicated	Ongoing	OTHER FUNDS	RESERVES
Not Ranked	1.1 - Utilities Light & Power: Community Renewable Purchased Power Offer Type: Ongoing	2,581,094	0	0	2,581,094 <i>Light & Power</i>	0
Not Ranked	1.2 - Utilities Light & Power: Energy Services Offer Type: Ongoing	4,481,930	0	0	4,481,930 <i>Light & Power</i>	0
Not Ranked	1.3 - Utilities Light & Power: Demand Response Offer Type: Ongoing	900,000	0	0	900,000 <i>Light & Power</i>	0
Not Ranked	1.4 - Utilities Light & Power: Renewable Customer Programs Offer Type: Ongoing	1,291,000	0	0	1,291,000 <i>Light & Power</i>	0
Not Ranked	1.5 - Utilities Light & Power: Epic Loans Capital Accounting Offer Type: Ongoing	3,980,000	0	0	3,980,000 <i>Light & Power</i>	0
Not Ranked	1.13 - Utilities: Wastewater Engineering Offer Type: Ongoing	616,093	0	0	616,093 <i>Wastewater</i>	0
Not Ranked	1.21 - Utilities: Wastewater - Minor Capital Offer Type: Asset Management-Ongoing	730,000	0	0	730,000 <i>Wastewater</i>	0
Not Ranked	1.40 - Utilities: Water Conservation Offer Type: Ongoing	1,293,334	0	0	1,293,334 <i>Water</i>	0
Not Ranked	1.23 - Utilities: Environmental Regulatory Affairs Offer Type: Ongoing	1,052,490	0	0	1,052,490 <i>Transportation Equipment Self Insurance Utility CS&A</i>	0
Not Ranked	1.25 - Utilities: Wastewater - Water Reclamation and Biosolids Offer Type: Ongoing	6,844,593	0	0	6,844,593 <i>Wastewater</i>	0

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ENVIRONMENTAL HEALTH - 2024

Rank	Offer # & Name	Offer Cost	Offer Funding			
		Total	GENERAL FUND Dedicated	Ongoing	OTHER FUNDS	RESERVES
Not Ranked	1.26 - Utilities: Stormwater - Stormwater Quality Programs Offer Type: Ongoing	476,591	0	0	476,591 <i>Stormwater</i>	0
Not Ranked	1.28 - Utilities: Water Reclamation and Biosolids Capital Replacement Offer Type: Asset Management-Ongoing	530,000	0	0	530,000 <i>Wastewater</i>	0
Not Ranked	1.29 - Utilities: Water Quality Services - Pollution Control Lab Offer Type: Ongoing	1,341,166	0	0	1,341,166 <i>Wastewater</i>	0
Not Ranked	1.34 - Utilities: Wastewater-Wastewater Supervisory Control and Data Acquisition (SCADA) operational technology asset replacement program Offer Type: Asset Management-Ongoing	500,000	0	0	500,000 <i>Wastewater</i>	0
Not Ranked	1.35 - Utilities: Wastewater - Trunk & Collection Offer Type: Ongoing	2,064,030	0	0	2,064,030 <i>Wastewater</i>	0
Not Ranked	1.36 - Wastewater - Collection Small Capital Projects Offer Type: Asset Management-Ongoing	1,500,000	0	0	1,500,000 <i>Wastewater</i>	0
Not Ranked	1.37 - Wastewater - Cured in Place Pipe Lining Offer Type: Asset Management-Ongoing	1,000,000	0	0	1,000,000 <i>Wastewater</i>	0
Not Ranked	32.1 - Environmental Services Leadership Offer Type: Ongoing	256,425	0	256,425	0	0
Not Ranked	32.2 - Waste Reduction & Recycling Offer Type: Ongoing	925,753	614,646	263,821	0	47,286 <i>General Fund</i>
Not Ranked	32.3 - Air Quality Offer Type: Ongoing	655,937	256,536	367,877	0	31,524 <i>General Fund</i>

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ENVIRONMENTAL HEALTH - 2024

Rank	Offer # & Name	Offer Cost	Offer Funding			
		Total	GENERAL FUND Dedicated	Ongoing	OTHER FUNDS	RESERVES
Not Ranked	32.4 - Climate Commitment Offer Type: Ongoing	448,151 <i>Prior KFCG 0.25% for Other Comm & Trans - Ongoing Revenue</i>	55,450	392,701	0	0
Not Ranked	32.5 - Municipal Sustainability Offer Type: Ongoing	147,386	0	147,386	0	0
Not Ranked	32.6 - Timberline Recycling Center Offer Type: Ongoing	301,773 <i>Prior KFCG 0.25% for Other Comm & Trans - Ongoing Revenue</i>	301,773	0	0	0
Not Ranked	44.1 - Natural Areas - Land Conservation Offer Type: Ongoing	4,947,171	0	0	4,947,171 <i>Natural Areas</i>	0
Not Ranked	44.2 - Natural Areas - Department Management Offer Type: Ongoing	1,401,367	0	0	1,401,367 <i>Natural Areas</i>	0
Not Ranked	44.3 - Natural Areas - Public Engagement Offer Type: Ongoing	694,319	0	0	694,319 <i>Natural Areas</i>	0
Not Ranked	44.4 - Natural Areas - Resource Management Offer Type: Ongoing	1,844,625	0	0	1,844,625 <i>Natural Areas</i>	0
Not Ranked	44.5 - Natural Areas - Trails and Visitor Amenities Offer Type: Ongoing	1,427,280	0	0	1,427,280 <i>Natural Areas</i>	0
Not Ranked	44.6 - Natural Areas - Facility Operations Offer Type: Ongoing	828,723	0	0	828,723 <i>Natural Areas</i>	0
Not Ranked	44.7 - Natural Areas - Planning & Special Projects Offer Type: Ongoing	1,623,708 <i>Prior KFCG 0.25% for Other Comm & Trans - Ongoing Revenue</i>	47,110	4,133	1,572,465 <i>Natural Areas</i>	0
Not Ranked	44.8 - Natural Areas - Asset Management Offer Type: Asset Management-Ongoing	488,005	0	0	488,005 <i>Natural Areas</i>	0

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ENVIRONMENTAL HEALTH - 2024

Rank	Offer # & Name	Offer Cost	Offer Funding			
		Total	GENERAL FUND Dedicated	Ongoing	OTHER FUNDS	RESERVES
Not Ranked	48.1 - Nature in the City Offer Type: Ongoing	114,527 <i>Prior KFCG 0.25% for Other Comm & Trans - Ongoing Revenue</i>	114,527	0	0	0
33	1.51 - Utilities: Wastewater - 1.0 FTE Lead Plant Operator Offer Type: Enhancement	82,229	0	0	82,229 <i>Wastewater</i>	0
34	44.10 - Natural Areas - 1.0 FTE Environmental Planner Offer Type: Enhancement	92,760	0	0	92,760 <i>Natural Areas</i>	0
38 Replacement	1.14 - Utilities: Wastewater - Collection System Offer Type: Continuing Enhancement	1,750,000	0	0	0	1,750,000 <i>Wastewater</i>
39 Quality Network	1.48 - Utilities: Water Quality Services - Poudre Water Offer Type: Enhancement	50,000	0	0	50,000 <i>Water Wastewater</i>	0
40 Vehicle Storage Facility	1.53 - Utilities: Wastewater - Meadow Springs Ranch Offer Type: Enhancement	0	0	0	0 <i>Wastewater</i>	0
42	1.43 - Utilities: Wastewater Mulberry UV Disinfection System and Infrastructure Improvement Offer Type: Asset Management-Enhanced	0	0	0	0	0 <i>Wastewater</i>
43 for Ongoing Operations	32.8 - Timberline Recycling Center - Budget Right-Sizing Offer Type: Continuing Enhancement	58,085 <i>Prior KFCG 0.25% for Other Comm & Trans - Ongoing Revenue</i>	58,085	0	0	0
44	79.1 - Hoffman Mill Scale House Renovation Offer Type: Capital Project	0	0	0	0	0 <i>Keep Fort Collins Great</i>

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ENVIRONMENTAL HEALTH - 2024

Rank	Offer # & Name	Offer Cost	Offer Funding			
		Total	GENERAL FUND Dedicated	Ongoing	OTHER FUNDS	RESERVES
45	1.6 - Utilities: Light & Power - Electric Vehicle Monitoring and Management Demonstration Offer Type: Continuing Enhancement	100,000	0	0	0	100,000 <i>Light & Power</i>
46	48.2 - Nature in the City - CCIP Offer Type: Enhancement	400,000	0	0	400,000 <i>Community Capital Improvement</i>	0
47	32.11 - Air Quality Monitoring Fund Offer Type: Enhancement	100,000	0	100,000	0	0
48	32.15 - Municipal Innovation Funds Offer Type: Enhancement	125,000	0	125,000	0	0
49	1.7 - Utilities: Light & Power - Grid Flexibility Communication Protocol Offer Type: Enhancement	50,000	0	0	50,000 <i>Light & Power</i>	0
51	32.9 - Disposable Bag Ordinance Implementation and Ongoing Programs; includes 1.0 FTE Disposable Bag Ordinance Implementation and 1.0 FTE Waste Reduction and Recycling Volunteer and Partner Coordinator Offer Type: Enhancement	1,585,436	1,585,436	0	0	0 <i>Recyclable Bag Fees</i>
52	81.1 - Lincoln Center Converting Stage Lighting to LED Offer Type: 1-Time Enhancement	0	0	0	0	0 <i>General Fund Cultural Services</i>
54	1.50 - Utilities: Wastewater HVAC Improvements Offer Type: Continuing Enhancement	600,000	0	0	0	600,000 <i>Wastewater</i>
55	83.1 - Parks Lawn and Garden Equipment Replacement Offer Type: 1-Time Enhancement	35,000	0	0	0	35,000 <i>General Fund</i>
56	1.41 - Utilities: Xeriscape Incentive Program for HOAs and Commercial Properties Offer Type: Continuing Enhancement	75,000	0	0	75,000 <i>Water</i>	0

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Rank	Offer # & Name	Offer Cost	Offer Funding			
		Total	GENERAL FUND Dedicated	Ongoing	OTHER FUNDS	RESERVES
58 Project	1.45 - Environmental Learning Center Flow Restoration Offer Type: Capital Project	0	0	0	0	0
					Natural Areas Water Wastewater	General Fund Natural Areas
59	75.1 - Landfill Groundwater Remediation IGA Offer Type: Capital Project	100,000	0	0	0	100,000
						General Fund
60	1.42 - Utilities: Water Efficiency Plan Update Offer Type: 1-Time Enhancement	150,000	0	0	150,000	0
					Water	
62 Replacement	32.7 - Timberline Recycling Center Equipment Offer Type: Asset Management-Enhanced	0	0	0	0	0
					Recyclable Bag Fees	
64 Plan Update	1.52 - Utilities: Wastewater - Collection System Master Offer Type: Enhancement	150,000	0	0	150,000	0
					Wastewater	
65	1.44 - Utilities: Wastewater, Water Reclamation and Biosolids Master Plan Offer Type: 1-Time Enhancement	0	0	0	0	0
						Wastewater
66 Response T-stat Replacement	1.9 - Utilities: Light & Power - Direct Install Demand Offer Type: Capital Project	100,000	0	0	100,000	0
					Light & Power	
68 Business Program	32.16 - Seed Funding for a Partner-Led Sustainable Offer Type: Enhancement	144,000	0	0	0	144,000
					Utility CS&A	General Fund Utility CS&A
70 Installations	1.8 - Utilities: Light & Power - Grid Integrated Water Heater Offer Type: Capital Project	355,000	0	0	0	355,000
						Light & Power

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Rank	Offer # & Name	Offer Cost	Offer Funding			
		Total	GENERAL FUND Dedicated	Ongoing	OTHER FUNDS	RESERVES
72 Future	32.17 - Increasing Community Leadership for Our Climate Offer Type: Enhancement	60,000	60,000	0	0	0
		<i>Prior KFCG 0.25% for Other Comm & Trans - Ongoing Revenue</i>				
Funded Offers		53,449,981	3,093,563	1,657,343	45,536,265	3,162,810
36 Assurance Technician	1.47 - Utilities: Water Quality Services - 1.0 FTE Quality Offer Type: Enhancement	77,246	0	0	77,246	0
		<i>Water Wastewater</i>				
41 Replacement	1.39 - Utilities: Wastewater - Collection System Offer Type: Asset Management-Enhanced	2,150,000	0	0	2,150,000	0
		<i>Wastewater</i>				
50	1.27 - Utilities: Wastewater - Developer Repayments Offer Type: Continuing Enhancement	200,000	0	0	200,000	0
		<i>Wastewater</i>				
53 Efficiency Improvements	53.1 - Transfort Maintenance Facility Environmental Offer Type: Asset Management-Enhanced	0	0	0	0	0
		<i>General Fund</i>				
57 Operator	1.38 - 1.0 FTE Wastewater Collections Utility Maintenance Offer Type: Enhancement	71,455	0	0	71,455	0
		<i>Wastewater</i>				
61 Specialist	32.19 - 1.0 FTE - Municipal Industrial Recycling Senior Offer Type: Enhancement	121,130	0	60,565	60,565	0
		<i>Water</i>				
63 Update	32.14 - Municipal Sustainability & Adaptation Plan (MSAP) Offer Type: 1-Time Enhancement	32,030	0	0	0	32,030
		<i>General Fund</i>				

Drilling Platform - Ranked Offers by Outcome

Budget Years: 2023 - 2024

ENVIRONMENTAL HEALTH - 2024

Rank	Offer # & Name	Offer Cost	Offer Funding			
		Total	GENERAL FUND Dedicated	Ongoing	OTHER FUNDS	RESERVES
67	1.49 - Utilities: Wastewater – Drake Water Reclamation Facility Headworks Offer Type: Asset Management-Enhanced	19,000,000	0	0	19,000,000	0
					<i>Wastewater</i>	
69	1.24 - Household Hazardous Waste Collection Offer Type: Continuing Enhancement	189,000	0	105,000	84,000	0
					<i>Stormwater</i>	
71	1.10 - ARPA - Utilities Light & Power: 1.0 FTE Contractual Project Manager & Manufactured Home Efficiency Acceleration Initiative Offer Type: 1-Time Enhancement	188,370	0	0	0	188,370
						<i>General Fund</i>
73	53.2 - Transfort System-Wide Landscaping and Irrigation Renovations Offer Type: 1-Time Enhancement	0	0	0	0	0
						<i>General Fund</i>
74	32.12 - Innovate Fort Collins Challenge Offer Type: 1-Time Enhancement	0	0	0	0	0
			<i>Prior KFCG 0.25% for Other Comm & Trans - Ongoing Revenue</i>			
Unfunded Offers		22,029,231	0	165,565	21,643,266	220,400
Total Offers		75,479,212	3,093,563	1,822,908	67,179,531	3,383,210

ENVIRONMENTAL HEALTH

1.1	Utilities Light & Power: Community Renewable Purchased Power - Offer Type: Ongoing - Funded	2023 - \$2,390,291
		2024 - \$2,581,094

Funding this Offer supports ongoing renewable energy power purchases from multiple sources. It supports the Fort Collins energy and climate goals looking toward 2030.

This Offer resources:

- The purchase of electricity produced from the Solar Power Purchase Program (SP3). SP3 includes sixteen solar system with a total of over 4.8 megawatts of capacity that provide local renewable electricity for all customers. The basis of SP3 are fixed price power purchase agreements (PPA) by which Fort Collins Utilities purchases the solar generation. The budget for this item is based on recent year's performance.
- Funding for the solar payments to subscriber owners of panels within the Riverside Community Solar project. The Riverside Community Solar project is owned and operated by Fort Collins Utilities with customers owning the solar panels themselves.
- Funding for the solar electricity from residential, commercial and multifamily shared energy system customers that is not used on site but instead flows back into the electric system to be used by others.

This Offer is based upon Fort Collins code, adopted rates, customer interconnection agreements and power purchase agreements and is therefore not discretionary. Returned electricity includes solar production as well as electricity pushed back to the grid from storage resources such as batteries.

These initiatives have varying levels of participation and accessibility to underrepresented communities, such as renters. SP3 provides renewable electricity to all customers, regardless of their housing or other demographics. To increase equitable participation, staff use an internal connected database to enable evaluation of programs serving underrepresented communities and invite community consultants to engage in program implementation. The new shared energy systems program enables the ability for solar to be installed on multifamily housing and benefits distributed to its residents, including affordable housing.

This Offer supports the following Strategic Objectives:

- ENV 4.1 - Intensify efforts to meet 2030 climate, energy and 100% renewable electricity goals that are centered in equity and improve community resilience.
- ECON 3.5 - Invest in and maintain utility infrastructure and services while ensuring predictable utility rates.
- HPG 7.1 - Provide world-class municipal services, while recognizing the importance of multi-sector relationships and partnerships at all levels.

1.2	Utilities Light & Power: Energy Services - Offer Type: Ongoing - Funded	2023 - \$4,511,206
		2024 - \$4,481,930

Funding this Offer sustains and expands energy services programs, including the staffing and resources to deliver efficiency, conservation and electrification results. This Offer is linked to the Renewables Customer Programs (1.4) and Demand Response (1.3) Offers. Together these Offers provide customer programs for the transition to the next-generation electricity system outlined in Our Climate Future (OCF), and focus on the Mitigation, Resilience, and Equity nexus.

Programs and initiatives included within OCF Big Moves Emissions Free Buildings (#6) and 100% Renewable Electricity (#12) are among the most cost effective strategies for carbon mitigation.

This Offer resources:

- Energy Services staffing for implementation of efficiency, renewables, electrification and demand response initiatives (including staffing for Offers 1.3 and 1.4)

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- Program coordination with Platte River Power Authority
- Efficiency Works Business incentives and technical assistance
- Epic Homes Program incentives, technical assistance and program management
- Home Energy Reports and digital engagement
- Building Energy and Water Program administration
- Expanded energy code development, training, education and enforcement
- New Electrification incentives and technical assistance

These initiatives focus on increasing accessibility to underrepresented communities, such as renters and a grant program available for organizations focused on serving low to moderate income communities. Staff use a connected database tool to enable ongoing evaluation of how programs serve underrepresented communities and invite community consultants to engage in program planning and implementation.

The funding levels between the three primary offers (Energy Services, Renewable Customer Programs and Demand Response) are designed to optimize carbon reduction and develop new capabilities to flex electricity use to meet system needs. These initiatives are also coordinated with Platte River and the member cities.

This Offer supports the following Strategic Objectives:

- ENV 4.1 - Intensify efforts to meet 2030 climate, energy and 100% renewable electricity goals that are centered in equity and improve community resilience.
- ECON 3.5 - Invest in and maintain utility infrastructure and services while ensuring predictable utility rates.
- HPG 7.1 - Provide world-class municipal services, while recognizing the importance of multi-sector relationships and partnerships at all levels.

1.3 Utilities Light & Power: Demand Response - *Offer Type: Ongoing - Funded*

2023 - \$860,000

2024 - \$900,000

Funding this Offer sustains and expands ongoing operations of the Peak Partners Program and Distributed Energy Resources Management System (DERMS). This offer is linked to those for Renewable Customer Programs (1.4) and Energy Services (1.2). Together these offers provide customer programs for the transition to the next generation electricity system outlined in Our Climate Future (OCF), and focus on the Mitigation, Resilience, and Equity nexus.

The DERMS and associated programs funded by this Offer are foundational components of an electric grid that is capable of managing electricity use that responds to the needs of intermittent renewable generation such as wind and solar. The 2030 goal of 100% renewable electricity needs associated systems such as this on the demand side to be successful. The DERMS provides a platform for managing utility and customer owned devices (thermostats, electric water heaters, grid interactive water heaters and electric vehicles) to benefit both the customer and the operation of the electric grid. This platform, actively managing equipment in over 3,500 homes in Fort Collins, increases the flexibility of the grid, when operated together with Platte River Power Authority.

This Offer resources:

- DERMS software
- Electric load forecasting
- Customer support and marketing
- Field maintenance and installation
- Program management and customer care
- Incentives for multifamily properties and residential customers

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- Integration with multiple types of thermostats, grid interactive electric water heaters and standard electric water heaters, commercial facilities automation systems and multiple types of electric vehicles

These initiatives focus on increasing accessibility to underrepresented communities, such as renters and also through partnerships with affordable housing providers. The program call center supports both English and Spanish speakers.

This Offer supports the following Strategic Objectives:

- ENV 4.1 - Intensify efforts to meet 2030 climate, energy and 100% renewable electricity goals that are centered in equity and improve community resilience.
- ECON 3.5 - Invest in and maintain utility infrastructure and services while ensuring predictable utility rates.
- HPG 7.1 - Provide world-class municipal services, while recognizing the importance of multi-sector relationships and partnerships at all levels.

1.4 Utilities Light & Power: Renewable Customer Programs - Offer Type: Ongoing - Funded	2023 - \$1,181,000
	2024 - \$1,291,000

Funding this offer sustains and expands community renewable programs in support of energy and climate goals and customer choice for self-generation, including incentives for residential and non-residential solar and battery systems. This offer is linked to those for Energy Services (1.2) and Demand Response (1.3). Together these offers provide customer programs for the transition to the next generation electricity system outlined in Our Climate Future (OCF), and focus on the Mitigation, Resilience, and Equity nexus.

This Offer funds:

- Solar installation rebates for residential and non-residential customers
- Solar application management software
- Rebates for battery storage
- Administration of the Participating Solar Contractors Network
- Operations for the Riverside Community Solar Project
- Communications for the Green Energy Program

Funding levels support installation of up to 1,200 new residential and 6 to 10 non-residential solar systems, resulting in about 6 MW of new solar capacity. This pace of new installations is aligned with reaching the 2030 target for local renewable sources. The battery funding supports up to 150 new residential installations. The rebate, paid after installation, typically accounts for 5 to 10% of the project cost, leveraging the remaining from customer investment. These funding levels are expected to provide a continuous, year-round program for customers and contractors. The Participating Solar Contractor Network requires contractors to maintain high customer service standards and standard information to support customer decision making.

Staff use an internal connected database to enable evaluation of programs serving underrepresented communities and invite community consultants to engage in program implementation. The new shared energy systems program enables the ability for solar to be installed on multifamily housing and benefits distributed to its residents, including affordable housing.

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This Offer supports the following Strategic Objectives:

- ENV 4.1 - Intensify efforts to meet 2030 climate, energy and 100% renewable electricity goals that are centered in equity and improve community resilience.
- ECON 3.5 - Invest in and maintain utility infrastructure and services while ensuring predictable utility rates.
- HPG 7.1 - Provide world-class municipal services, while recognizing the importance of multi-sector relationships and partnerships at all levels.

1.5 Utilities Light & Power: Epic Loans Capital Accounting - Offer Type: Ongoing - Funded	2023 - \$3,040,000
	2024 - \$3,980,000

Funding this Offer supports the Epic Loans program that offers customers attractive and simple financing for single family home energy efficiency and solar projects. The program uses the guidelines of the Efficiency Works Home and Solar Rebate programs to qualify eligible projects. Loans are available up to \$50,000 with terms up to 15 years with loan servicing on the utility bill.

The Offer enables the ongoing management of the Epic Loan Program without negatively impacting Utilities Light & Power enterprise fund. Epic Loans are funded with previously committed Light & Power reserves, grant funds and debt capital from third parties. Epic Loan capital is repaid by participating customers via their loan payments on utility bills. This Offer enables the annual appropriations from these sources to administer the loan program for customers and the associated debt service with lending partners.

This Offer includes:

- \$3,010,000 for customer loans in 2023 and \$3,900,000 in 2024.
- \$430,000 for debt service to third party capital providers in 2023 and \$750,000 in 2024.

This program is a component of the Epic Homes portfolio, and supports community and Council priorities, including ambitious goals for energy efficiency and renewables, reduced greenhouse gas emissions and increased equity and wellbeing for residents. Meeting these objectives will require, among other activities, greater numbers of property owners to undertake comprehensive efficiency improvements in the coming years, particularly for older, less efficient rental properties that make up a significant percentage of the City's housing stock.

These initiatives focus on increasing accessibility to underrepresented communities and specifically seeks to serve more renters. Staff use a connected database tool to enable ongoing evaluation of how programs serve underrepresented communities and invite community consultants to engage in program planning and implementation.

This Offer supports the following Strategic Objectives:

- ENV 4.1 - Intensify efforts to meet 2030 climate, energy and 100% renewable electricity goals that are centered in equity and improve community resilience.
- ECON 3.5 - Invest in and maintain utility infrastructure and services while ensuring predictable utility rates.
- HPG 7.1 - Provide world-class municipal services, while recognizing the importance of multi-sector relationships and partnerships at all levels.

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1.6 Utilities: Light & Power - Electric Vehicle Monitoring and Management Demonstration - Offer Type: Continuing Enhancement - Funded

2023 - \$100,000
2024 - \$100,000

This offer supports the integration of electric vehicles (EV) into Utilities' Distributed Energy Resources Management System (DERMS). Electric vehicles are a leading edge technology in energy management and grid flexibility. They can increase or decrease energy consumption to better match the production of intermittent renewable sources and can store excess generation from overnight sustained winds or from midday solar generation. They can also respond promptly (<1 min) to sudden changes of generation or consumption, providing another tool for grid operators to optimize the grid. This functionality is expected to become highly needed when Platte River Power Authority enters in an Energy Imbalance Market and Organized Market.

The 2022 Rolling Energy Resources (RER) demonstration project is laying the foundation for an EV program as all software integrations, standard operating procedures and best practices will be in place. This Offer will focus on scaling up the resource with more vehicles eligible to enroll.

This offer includes:

- 50 EV enrollments in 2023 and 75 EV enrollments in 2024.
- RER and IntelliSOURCE (software platform) fees to support expansion
- Turn key marketing and customer care via call center
- Incentives to participants and processing fees
- Program Management by third-party vendor

The RER partnership brings the capability to monitor and/or dispatch charging sessions from selected EVs manufactured by Tesla, Toyota, Nissan, Chevrolet, Audi, Ford Chrysler, Hyundai, Land Rover, Volkswagen, Jaguar, BMW, Volvo and Mini. Combining the footprint of the RER solution with the existing population of vehicles in Fort Collins, slightly over half of the EVs in town can be integrated into the Peak Partners program by leveraging the RER integration, rather than having to establish a contractual relationship with each vendor.

This Offer supports the following Strategic Objectives:

- ENV 4.1 - Intensify efforts to meet 2030 climate, energy and 100% renewable electricity goals that are centered in equity and improve community resilience.
- ECON 3.5 - Invest in and maintain utility infrastructure and services while ensuring predictable utility rates.
- HPG 7.1 - Provide world-class municipal services, while recognizing the importance of multi-sector relationships and partnerships at all levels.

1.7 Utilities: Light & Power - Grid Flexibility Communication Protocol - Offer Type: Enhancement - Funded

2023 - \$200,000
2024 - \$50,000

Funding this Offer supports the integration of battery and solar inverters into Utilities Distributed Energy Resources Management System (DERMS). Battery storage and solar systems are critical components for energy management, grid flexibility and decarbonization. The new functionality provided by this enhancement is a foundational component for an electric grid that is capable of managing electricity use that responds to the needs of intermittent renewable generation such as wind and solar. The 2030 goal of 100% renewable electricity needs associated systems such as this on the demand side to be successful.

The IEEE 2030.5 communication protocol (formerly Zigbee 2.0) has become the most widely adopted communication, command and control protocol of inverters used both by battery and solar systems.

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Being capable of communicating and dispatching (i.e. charge and discharge) these resources will become a critical capability for Fort Collins Utilities as we further decarbonize. They can also respond promptly (<1 min) to sudden changes of generation or consumption providing another tool to grid-operators to optimize the system. This functionality is expected to become necessary when Platte River Power Authority enters regional electricity markets.

This Offer includes:

- Procurement of an IEEE 2030.5 server
- Turn-key call center support for enrollment of up to about 25 inverters
- Turn-key field services for connectivity into the IEEE 2030.5 server
- Automation of telemetry transfer from inverters to Fort Collins Utilities servers
- Integration of IEEE 2030.5 server with the IntelliSOURCE DERMS currently in operation
- Command and control capabilities of batteries and PV systems (charge/discharge of batteries and power controls for solar systems)

Funding of this offer will deliver firsthand experience for staff to fine tune and develop plans to further scale up the participation of distributed batteries and distributed generation in grid flexibility programs.

This Offer supports the following Strategic Objectives:

- ENV 4.1 - Intensify efforts to meet 2030 climate, energy and 100% renewable electricity goals that are centered in equity and improve community resilience.
- ECON 3.5 - Invest in and maintain utility infrastructure and services while ensuring predictable utility rates.
- HPG 7.1 - Provide world-class municipal services, while recognizing the importance of multi-sector relationships and partnerships at all levels.

1.8 Utilities: Light & Power - Grid Integrated Water Heater Installations - Offer Type: Capital Project - 2023 - \$175,000 Funded 2024 - \$355,000

Funding this Offer supports expansion of the initiative to install Grid Interactive Water Heaters (GIWH) with integration into the Distributed Energy Resources Management System (DERMS). GIWH are a leading-edge technology in energy management and grid flexibility. They can increase or decrease energy consumption to better match the production of intermittent renewable sources and can store excess generation from over-night sustained winds or from solar noon generation. They also respond quickly (<1 min) to sudden changes of generation/consumption providing a tool to grid-operators. This functionality is expected to become necessary when Platte River Power Authority enters electricity markets.

The 2020-21 GIWH Demonstration project laid the foundation for a GIWH Program as all software integrations, standard operating procedures and best practices are in place. This Offer focuses on scaling up the resource; it is a capital Offer to purchase the water heaters and the funding is included in the Light & Power Capital Improvement Plan.

This offer includes:

- 50 GIWH installations in 2023 and 200 GIWH installation in 2024
- Purchase of 250 GIWH, plus adaptor modules
- Skycentrics and IntelliSOURCE (software platform) fees to support expansion
- Recycling cost of the retired 250 water heaters
- Marketing and customer care
- Program Management by 3rd party

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The added units will deliver an additional flexible 300 kWh of distributed thermal storage (with a maximum capacity of up to 1500 kWh under emergency conditions) and a peak consumption of up to 800 kW, to the existing GIWH fleet that has been in operation since November 2020.

This Offer leverages the ongoing Demand Response offer (1.3) as the same field service technician providing maintenance services will perform replacements when maintenance calls are low.

This Offer supports the following Strategic Objectives:

- ENV 4.1 - Intensify efforts to meet 2030 climate, energy and 100% renewable electricity goals that are centered in equity and improve community resilience.
- ECON 3.5 - Invest in and maintain utility infrastructure and services while ensuring predictable utility rates.
- HPG 7.1 - Provide world-class municipal services, while recognizing the importance of multi-sector relationships and partnerships at all levels.

1.9 Utilities: Light & Power - Direct Install Demand Response T-stat Replacement - *Offer Type: Capital* 2023 - \$100,000 *Project - Funded* 2024 - \$100,000

Funding this Offer supports asset replacement for thermostats with integration into Utilities' Distributed Energy Resources Management System (DERMS). The Peak Partner Program uses Wi Fi thermostat models (IT 800 and IT 801) from the Pro1 brand to manage its peak demand during the summer months. This resource is operated in conjunction with Platte River Power Authority.

The Pro1 brand discontinued manufacturing and support for its thermostats in 2019, making it impossible to get spare parts and replacements. With the units at hand, it was possible to continue operations, but the lack of spare parts is forcing a replacement of all units in the field (over 2,000 have been deployed, but approximately 1,500 are still in the field).

To continue operations of this part of the Peak Partner Program, the IT 800 and IT 801 thermostats will be replaced with the Wi Fi Emerson Sensi Touchscreen thermostats. The technology refresh will be spread out over several years, as by swapping out the Pro1 thermostats with the Emerson ones it will allow the Pro1 units in best condition to be redeployed supporting the old technology until all Pro1 are replaced. The units are replaced at no cost to the participants; it is a capital Offer to purchase the thermostats and the funding is included in the Light & Power Capital Improvement Plan.

This offer includes:

- Purchase of 600 Emerson Sensi thermostats
- Configuration of IntelliSOURCE (DERMS) to support Emerson Sensi thermostats
- Turn key field services to install the thermostats
- Turn key call center and customer communication services
- Program management for execution of the technology replacement project
- Inspection of old equipment for temporary redeployment
- Recycle of old equipment not ready for redeployment

This Offer will deliver about 600 kW of peak demand response (or about 1.2 MW in emergency mode) and will reduce future attrition of the program by having the customers receive a new thermostat.

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This Offer supports the following Strategic Objectives:

- ENV 4.1 - Intensify efforts to meet 2030 climate, energy and 100% renewable electricity goals that are centered in equity and improve community resilience.
- ECON 3.5 - Invest in and maintain utility infrastructure and services while ensuring predictable utility rates.
- HPG 7.1 - Provide world-class municipal services, while recognizing the importance of multi-sector relationships and partnerships at all levels.

1.10 ARPA - Utilities Light & Power: 1.0 FTE Contractual Project Manager & Manufactured Home Efficiency Acceleration Initiative - Offer Type: 1-Time Enhancement - Unfunded **2023 - \$187,806** **2024 - \$188,370**

Funding this offer will demonstrate a program delivery model that will fully subsidize home energy upgrades for low income households living in manufactured homes, providing direct cost, carbon, health and resilience benefits for residents and filling a gap in Utilities' efficiency programs portfolio.

This initiative will provide free weatherization and beneficial electrification services for 15 25 households annually. Weatherization measures will create a high performance building envelope by air sealing, adding insulation, and replacing windows. Electrification will transition homes off gas- and propane-powered heating and cooling sources with high performance heat pumps. High-efficiency appliances, lighting and water fixtures, along with comprehensive education, round out the package.

Manufactured homes are not eligible for participation in Utilities' existing efficiency program, Epic Homes. Residents face long waitlists and limited decision making agency when seeking services through state and federal weatherization programs like Colorado's Affordable Residential Energy Program (CARE) and the Weatherization Assistance Program (WAP). There is significant need for this work with nearly 4,000 manufactured homes in Fort Collins. Many local manufactured home communities are characterized by low income households and median resident age greater than 60 years old.

Weatherization improves comfort in the home environment, reduces environmental pollutants entering the home, and improves occupant resilience to climate change impacts like wildfire smoke. Electrification reduces fossil fuel pollutants within the home and enables the addition of air conditioning, which is only present in an estimated 17% of local manufactured homes and also increases resilience to extreme heat for vulnerable populations.

This initiative will serve as a demonstration for future efforts to improve homes for this historically underserved segment.

This Offer supports the following Strategic Objectives:

- ENV 4.1 - Intensify efforts to meet 2030 climate, energy and 100% renewable electricity goals that are centered in equity and improve community resilience.
- ARPA Funding Recovery Theme: Equity and Community Resilience
- ARPA Funding Recovery Theme: Health

1.13 Utilities: Wastewater Engineering - Offer Type: Ongoing - Funded **2023 - \$587,515** **2024 - \$616,093**

This offer will provide for Wastewater Engineering services for the City's Wastewater Utility.

Wastewater Engineering services include Development Review and Project Management for the Wastewater Utility Capital Improvement Program. These services

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support the overall purpose of the Wastewater Utility of providing for the collection and treatment of wastewater for the protection of downstream receiving waters.

Development Review works with new development and building permit proposals to ensure the City's design standards for the wastewater collection system are met. Development Review also oversees the Wastewater construction inspectors and coordinates design and construction of new collection systems with the Wastewater Field Services Superintendent in conjunction with new and redevelopment projects.

Project Management manages the design and construction of all projects identified in the wastewater collection and water reclamation master plans and incorporated into the wastewater utility capital improvement program.

This Offer supports the following Strategic Objectives:

- ENV 4.6 - Sustain and improve the health of the Cache la Poudre River and all watersheds within Fort Collins.
- ECON 3.5 - Invest in and maintain utility infrastructure and services while ensuring predictable utility rates.

1.14 Utilities: Wastewater - Collection System Replacement - Offer Type: Continuing Enhancement - Funded	2023 - \$1,750,000 2024 - \$1,750,000
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This offer funds design and construction for priority wastewater mains identified for replacement or rehabilitation.

This offer will implement strategies to cost effectively maximize improvements to levels of service for the wastewater collection system such as quality, reliability, resiliency and safety. The Wastewater Collection Master Plan identified high priority portions of the system for replacement based on age, condition and size. The program will replace or rehabilitate aging wastewater collection infrastructure with new infrastructure that meets current standards. The program will focus on sewer lines generally in the Downtown area where Utilities records indicate the wastewater system was installed in the early 1900s.

This offer will supplement existing replacement work by city crews (Offer 1.36) with general contractors for an increased rate of annual replacement.

The Wastewater Main Replacement Program will improve levels of service for quality, reliability, resiliency and safety. If aging wastewater mains are not replaced, the wastewater system will continue to see an increase in sewer backups and maintenance costs.

This Offer supports the following Strategic Objectives:

- ENV 4.6 - Sustain and improve the health of the Cache la Poudre River and all watersheds within Fort Collins.
- ECON 3.5 - Invest in and maintain utility infrastructure and services while ensuring predictable utility rates.

1.21 Utilities: Wastewater - Minor Capital - Offer Type: Asset Management-Ongoing - Funded	2023 - \$1,230,000 2024 - \$730,000
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This offer funds minor capital needs for the three wastewater facilities (Mulberry, Drake, Meadow Springs Ranch) and field operations. Minor capital expenses are defined as assets focused on fleet, equipment, and other building improvement assets. To qualify for this funding source, purchases must be an asset, greater than 50K, and generally completed within 1 year.

The primary outcome of this offer is focused on managing facility and fleet assets to ensure adequate levels of service for the wastewater Utility rate payer. When

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purchasing fleet or facility assets, minimizing environmental impacts are top of mind and spurs evaluations of energy reduction / generation, alternative fuel vehicles, and other building design considerations. The wastewater teams work with Operations Services to help determine the best value considering Climate Action Goals, costs, and Intended purpose of the asset.

Minor capital projects and expenditures anticipated for the 2023-2024 budget cycle include but are not limited to the following:

Biosolids land application vehicle for Meadow Springs Ranch
 Front End loader for Wastewater Field crews.
 Pumps and valves for wastewater facilities improvements.
 Supervisory Control and Data Acquisition (SCADA) software and programmable logic controllers for facilities.
 Building / facility improvements such as roofs, streets, and physical security.

Additional information - assets are managed and tracked through a Computerized Maintenance Management System (CMMS) that provides information on condition, criticality, repair history, and end of life data. This information prioritizes the needs for minor capital expenses based on real time data generated by field crews. Fleet information is tracked and managed by Fleet's database to help prioritize fleet purchases. This team has an exceptional record of choosing alternative fuel vehicle options, where appropriate, such as compressed natural gas and moving forward electric vehicles.

This Offer supports the following Strategic Objectives:

- ENV 4.6 - Sustain and improve the health of the Cache la Poudre River and all watersheds within Fort Collins.
- HPG 7.8 - Evaluate the City's assets and infrastructure to most effectively prioritize funding that best maintains and protects those investments, while improving the customer experience.
- ECON 3.5 - Invest in and maintain utility infrastructure and services while ensuring predictable utility rates.

1.23 Utilities: Environmental Regulatory Affairs - Offer Type: Ongoing - Funded

2023 - \$1,006,011

2024 - \$1,052,490

Funding this offer ensures both municipal operations and private development minimize impact on the environment and natural resources. The Environmental Regulatory Affairs Division (ERA) is an internal services team of subject matter experts who partner with City operations to meet or exceed environmental legal compliance obligations and voluntary commitments. ERA develops and implements programs for pollution prevention, energy conservation and natural resource protection and works to foster a culture where all employees are empowered and expected to proactively perform work in an environmentally responsible manner. Through an internal audit program, ERA demonstrates commitment to continual improvement, establishing measurable objectives for evaluating environmental performance and carrying out corrective actions when deficiencies are identified.

The offer includes:

- Stormwater permit implementation
- Construction and post-construction stormwater inspection programs
- Regulated waste and pollution prevention programs
- Drinking water and wastewater facility regulatory support
- Stationary source air permitting and asbestos management
- Contaminated property management
- Implementing the Internal Audit Program

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- Above ground and underground oil and fuel storage tank management
- Regulatory compliance assistance, regulatory tracking and reporting
- Environmental permit application and negotiation
- Education and training services

The ERA mission directly addresses the stated goals of the City's Environmental Policy and programs are designed to ensure ERA's stated commitment to conducting operations in a manner that is environmentally responsible and reflective of the community's strong connection to the environment, while optimizing decisions that are inclusive of the economy and social equity.

This Offer supports the following Strategic Objectives:

- ENV 4.5 - Protect and enhance natural resources on City-owned properties and throughout the community.
- ENV 4.6 - Sustain and improve the health of the Cache la Poudre River and all watersheds within Fort Collins.
- SAFE 5.3 - Partner with Poudre Fire Authority to provide high-quality fire prevention, community risk reduction and emergency response services.

1.24 Household Hazardous Waste Collection - Offer Type: Continuing Enhancement - Unfunded **2023 - \$184,000** **2024 - \$189,000**

This offer will provide City staffing, contractor staffing, and disposal for one Household Hazardous Waste (HHW) collection event in 2023 and 2024. Results from this event will be evaluated and used in decisions regarding potential future HHW collection events. Current staff provides project management, event support and regulatory compliance services for the event, while a contracted vendor provides services for management, packaging, transportation and disposal of collected materials. The requested budget includes funding for recycling and disposal services, event support and supplies, and extra staffing for the event.

Appropriate disposal of HHW plays a significant role in community risk reduction and waste diversion. In 2009, City Council requested staff provide residents with a convenient opportunity to dispose of HHW. In fulfillment of the request, Fort Collins Utilities stormwater rate payers provided two HHW collection events per year from 2010 2019. Due to COVID-19, no HHW events were held in 2020 and 2021. Since the initiation of the HHW events, the Larimer County Household Hazardous Waste program and the Timberline Recycling Center (TRC) operations have become well established and offer year round services that accept the same materials. A redeploy offer was submitted for 2022, to use a portion of the funds for a targeted "Don't Drip and Drive" campaign. The campaign was accepted and one HHW event was put back into the budget.

This event is being offered to provide community members with a convenient opportunity for HHW disposal and to evaluate effectiveness of the program.

This Offer supports the following Strategic Objectives:

- ENV 4.5 - Protect and enhance natural resources on City-owned properties and throughout the community.

1.25 Utilities: Wastewater - Water Reclamation and Biosolids - Offer Type: Ongoing - Funded **2023 - \$6,662,010** **2024 - \$6,844,593**

This offer funds the core services of the Water Reclamation and Biosolids Division (WRB) to go beyond compliance with local, state, and federal regulations for public health and environment as well as safety.

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The WRB treats wastewater at either the Mulberry or Drake Water Reclamation Facilities to meet or exceed regulatory requirements prior to discharging to the Cache la Poudre River or Fossil Creek Reservoir Inlet Ditch. The WRB also manages Meadow Springs Ranch (MSR) for regulatory compliance biosolids application. MSR also serves as a working cattle ranch and prioritizes environmental and cultural stewardship in the day to day operations. The cattle operation generates ~180K year in revenue for the wastewater fund.

In 2021, The WRB treated more than 5.2 billion gallons of wastewater with an average daily flow of 14.3 million gallons per day (mgd). The division also beneficially reused, through land application, nearly 2,100 dry tons of biosolids on Meadow Springs Ranch. In addition, the Drake facility provided an average of 3 mgd of reuse water to Platte River Power Authority's Rawhide Energy Facility. This reuse water is critical in ensuring reliable and fiscally responsible electric power to the Fort Collins Light & Power rate payers.

The Drake Water Reclamation Facility (DWRF) also serves as the only hauled waste receiving station (think porta potties) in Northern Colorado. This service is in growing demand and generated 12% more revenue in 2021 at ~300K for the wastewater fund.

This offer provides funding to maintain a trained, skilled workforce including State Certified Operators, Licensed Electricians, Licensed Plumbers, Machinists, Industrial Pretreatment Specialists, and Resource Recovery Staff. All facilities and operations operate in alignment with International Organization of Standards 14001 priorities of continual improvement, regulatory compliance and pollution prevention.

This Offer supports the following Strategic Objectives:

- ENV 4.6 - Sustain and improve the health of the Cache la Poudre River and all watersheds within Fort Collins.
- SAFE 5.5 - Provide and maintain reliable utility services and infrastructure that directly preserve and improve public health and community safety.
- ENV 4.5 - Protect and enhance natural resources on City-owned properties and throughout the community.

1.26 Utilities: Stormwater - Stormwater Quality Programs - Offer Type: Ongoing - Funded

2023 - \$461,244

2024 - \$476,591

This offer provides environmental regulatory compliance and stewardship programs directly tied to the Municipal Separate Storm Sewer System (MS4) permit, issued to the City by the Colorado Department of Public Health and Environment (CDPHE) as a direct discharger of stormwater to waters of the state. According to the United States Environmental Protection Agency, stormwater pollution is the number one cause of water pollution in the country.

The offer includes:

- Administration and Implementation of the City's Low Impact Development (LID) and Green Infrastructure program
- Administration of construction and post construction stormwater inspection programs
- Implementation of the Illicit Discharge Detection and Elimination (IDDE) program
- Implementation of the required Stormwater Education and Outreach and Public Participation programs.
- Implementation of the Poudre River Monitoring Network
- Design and execution of various water quality studies, including the ongoing E. coli water study in the Cache La Poudre River and other local tributaries.
- Timberline Recycling Center (TRC) reimbursement (per actual disposal of Antifreeze, Batteries, Oil)

The post-inspection program ensures that all permanent water quality treatment facilities, such as detention basins, stormwater ponds and rain gardens, are built in compliance with City standards and that these facilities are properly maintained to ensure their long term function and effectiveness.

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Stormwater quality and LID/Green Infrastructure continue to be one of the key programs in support of surface water quality protections as well as climate action adaptation and resiliency. LID is a stormwater management technique that:

- Mimics natural hydrology by using design techniques that infiltrate, filter, store, evaporate and detain runoff close to its source.
- Addresses stormwater through small, cost effective landscape features located at the lot level.

This Offer supports the following Strategic Objectives:

- ENV 4.6 - Sustain and improve the health of the Cache la Poudre River and all watersheds within Fort Collins.
- ENV 4.5 - Protect and enhance natural resources on City-owned properties and throughout the community.
- HPG 7.1 - Provide world-class municipal services, while recognizing the importance of multi-sector relationships and partnerships at all levels.

1.27 Utilities: Wastewater - Developer Repayments - Offer Type: Continuing Enhancement - Unfunded **2023 - \$0**
2024 - \$200,000

This offer will reimburse development projects that have paid for the design and construction of specific regional wastewater improvements required by the City's approved wastewater master plans that are not fully attributable to the respective development. These improvements are typically projects that require upsizing or additional downstream wastewater mains to convey flows to wastewater interceptor mains.

Significant development is occurring in both the northeast (near and north of Suniga Road) and southeast (near Ziegler Road south of Kechter Road). Occasionally, developments need to construct additional regional wastewater improvements that are not fully attributable to that specific development. Development review staff from the City and the respective developer consulting team coordinate efforts to address both public and private participation. The developer provides easements if required for installation and maintenance of the new facilities.

Reimbursement in the amount of approximately \$631,700 was made in mid 2022 for sections of both an 18" and 24" wastewater main in the northeast part of Fort Collins. That leaves a current unobligated balance of approximately \$118,300 in the account.

Based on pending development review submittals, there may be additional wastewater reimbursement requests in 2023 or 2024. Because the timing of reimbursements is dependent on others, specific projects are difficult to anticipate in advance. If funding is not available, this impacts the pace and location of development within the City. Funding in the amount of \$200,000 is requested for 2024 to address potential reimbursement requests.

This Offer supports the following Strategic Objectives:

- ENV 4.4 - Provide a resilient, reliable, and high-quality water supply.
- ECON 3.5 - Invest in and maintain utility infrastructure and services while ensuring predictable utility rates.
- SAFE 5.5 - Provide and maintain reliable utility services and infrastructure that directly preserve and improve public health and community safety.

1.28 Utilities: Water Reclamation and Biosolids Capital Replacement - Offer Type: Asset Management-Ongoing - Funded **2023 - \$530,000**
2024 - \$530,000

This offer funds the capital replacement program for the Mulberry Water Reclamation Facility (MWRF), Drake Water Reclamation Facility (DWRF), and Meadow Springs Ranch (MSR). Replacement projects include major maintenance, repair and replacement of aging infrastructure at the wastewater facilities.

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The replacement program is focused on a proactive approach to asset management. Facility assets are identified and scored based on their criticality, age and condition. As a result, we prioritize our asset replacement program and schedule accordingly based on resources available (budget, time and people) to ensure the continued performance of the wastewater facilities to meet safety and regulatory requirements. Master planning efforts, condition assessments, staff expertise and computerized maintenance management systems (CMMS) are all tools used to ensure efficient financial planning to maintain the necessary infrastructure integrity.

Projects identified include but are not limited to the following:

- High Voltage Transformers to ensure reliable power to all process areas
- Replacement of aging heat exchangers
- Replacement of process technology, such as probes and meters for process control
- Repairs of Drake Water Reclamation Facility Fossil Creek Inlet Ditch outfall
- Replacement of process pumps, motors and valves due to the nature of wastewater treatment
- Replacement of programmable logic controllers (PLCs) for continued SCADA (computerized) control
- Replacement of anaerobic digester gas flare
- Facility roof replacements including Pollution Control Laboratory and Engineering Field House
- Facility street and building replacement/improvements

Goals of all these projects and others not identified is to improve operational efficiency and safe work environments. In the process, we always look to reduce our environmental impact focused on reduced energy use and optimized technology.

This Offer supports the following Strategic Objectives:

- ENV 4.6 - Sustain and improve the health of the Cache la Poudre River and all watersheds within Fort Collins.
- HPG 7.8 - Evaluate the City's assets and infrastructure to most effectively prioritize funding that best maintains and protects those investments, while improving the customer experience.
- ECON 3.5 - Invest in and maintain utility infrastructure and services while ensuring predictable utility rates.

1.29 Utilities: Water Quality Services - Pollution Control Lab - Offer Type: Ongoing - Funded

2023 - \$1,286,386

2024 - \$1,341,166

This offer funds the Utilities Pollution Control Laboratory (PCL), which plays the important role of ensuring that the public, the environment and local waterways are protected from pollution through regular sampling and testing of waters that contribute to the wastewater collection and reclamation processes. These testing services support the Utilities Water Reclamation & Biosolids (WRB) Division in attaining and surpassing the water quality requirements set by two state wastewater discharge permits, as well as other related regulations. The lab also supports optimization of wastewater reclamation processes and special treatment studies.

In addition to supporting WRB, the PCL provides sampling and testing services for other City departments including Natural Areas, Streets, and Stormwater, and for monitoring programs on the lower segments of the Poudre River, Rigden Reservoir and Parkwood Lake. Operating the PCL also requires staff to maintain and operate a variety of sophisticated water quality testing instruments, manage a specialized database and oversee a laboratory Quality Assurance Program.

For the past 41 years, the PCL has participated in and successfully passed the Environmental Protection Agency's Discharge Monitoring Report Quality Assurance study. This certification enables reclamation facilities, like the Mulberry and Drake Water Reclamation Facilities to conduct in-house testing and reporting, which translates to cost savings and agility compared to using contracted lab services.

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This offer funds the personnel, equipment, materials and services necessary to meet and exceed regulatory requirements for clean water and support treatment operations and facility planning efforts in a safe and cost-effective manner. It helps ensure the reclaimed wastewater returned to the Poudre River consistently meets or exceeds the high standards for water quality.

This Offer supports the following Strategic Objectives:

- ENV 4.6 - Sustain and improve the health of the Cache la Poudre River and all watersheds within Fort Collins.
- SAFE 5.5 - Provide and maintain reliable utility services and infrastructure that directly preserve and improve public health and community safety.

1.34 Utilities: Wastewater-Wastewater Supervisory Control and Data Acquisition (SCADA) operational technology asset replacement program - Offer Type: Asset Management-Ongoing - Funded **2023 - \$500,000**
2024 - \$500,000

This offer funds the Capital Replacement program for the Water Reclamation and Biosolids (WRB) Division's replacement program for Supervisory Control and Data Acquisition (SCADA) Operational Technology assets. The capital replacement program is focused on replacing assets used in the process control system for the WRB division. Replacing aging infrastructure in the Operational Technology environment is critical to the effectiveness of the wastewater treatment process. Along with the need for effective treatment, the replacement of this infrastructure is driven by the National Institute of Standards and Technology (NIST), Department of Homeland Security (DHS), American Water Works Association (AWWA), Water Information Sharing and Analysis Center (ISAC), and many other nonprofits or government agencies. As today's threat landscape continues to evolve, it is of the upmost importance to have a system that is current. Replacing assets not only helps hedge against cyber vulnerabilities, but it also provides a more versatile system that allows optimization of business operations.

Planned replacement projects include but are not limited to:

- Replacement of Programmable Logic Controllers (PLC) (these are industrial-grade computers used specifically for controlling specific processes in the water treatment facilities)
- Replacement of Human Machine interface (HMI) Clients (these are computer workstations used to control the wastewater treatment process)

This Offer supports the following Strategic Objectives:

- ENV 4.6 - Sustain and improve the health of the Cache la Poudre River and all watersheds within Fort Collins.
- SAFE 5.6 - Protect mission-critical physical and virtual infrastructure, in addition to sensitive data, against new and increasing cybersecurity threats.
- HPG 7.6 - Optimize technology, data analysis and process improvements to innovate, guide decisions and enhance service delivery.

1.35 Utilities: Wastewater - Trunk & Collection - Offer Type: Ongoing - Funded **2023 - \$1,963,954**
2024 - \$2,064,030

This offer funds all Wastewater Trunk & Collection operations core services, including management, operation and maintenance. Wastewater Trunk & Collection operates and maintains a 458-mile wastewater collection system, including maintenance of more than 10,000 manholes, mainline televising, sewer cleaning, root removal, lining and rehabilitation, infiltration/inflow control and customer service.

One of the main responsibilities of the collection system crews is routine maintenance of the system including washing/cleaning 1.4 million feet (125 miles) of wastewater pipes and performing television inspection on approximately 240,000 feet (45 miles) of pipes annually. These maintenance tasks are performed year round to prevent blockages and comply with State and Federal Health and Safety Standards.

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This Offer supports the following Strategic Objectives:

- ENV 4.6 - Sustain and improve the health of the Cache la Poudre River and all watersheds within Fort Collins.
- HPG 7.8 - Evaluate the City's assets and infrastructure to most effectively prioritize funding that best maintains and protects those investments, while improving the customer experience.
- HPG 7.6 - Optimize technology, data analysis and process improvements to innovate, guide decisions and enhance service delivery.

1.36 Wastewater - Collection Small Capital Projects - Offer Type: Asset Management-Ongoing - Funded **2023 - \$1,500,000** **2024 - \$1,500,000**

This offer funds design and construction of smaller high priority wastewater sewer main replacement projects. This offer allows the Utility to adapt as conditions and priorities change by performing these projects in house. As part of its Asset Management Program, Utilities determines its capital project priorities through established levels of service for regulatory compliance, product quality, capacity, reliability and efficiency. Performance and targets for established levels of service and organizational objectives drive the priorities of the Utilities Capital Improvement Plan. The planned projects to be completed in 2023 for \$1,500,000 are as follows and is approximately 5,500 lineal feet of removed and replaced wastewater mains:

- Laporte Alley 700-800 Blk
- Meldrum 200 N Blk
- Shields: Magnolia to Olive
- Lakewood 1300 Blk
- Meldrum 100 N Blk
- Meldrum 200 S Blk

This Offer supports the following Strategic Objectives:

- ENV 4.6 - Sustain and improve the health of the Cache la Poudre River and all watersheds within Fort Collins.
- ECON 3.5 - Invest in and maintain utility infrastructure and services while ensuring predictable utility rates.
- HPG 7.8 - Evaluate the City's assets and infrastructure to most effectively prioritize funding that best maintains and protects those investments, while improving the customer experience.

1.37 Wastewater - Cured in Place Pipe Lining - Offer Type: Asset Management-Ongoing - Funded **2023 - \$750,000** **2024 - \$1,000,000**

Funding this offer will improve the integrity of several thousand lineal feet of sanitary sewer main by installing Cured In Place Pipe (CIPP) lining.

As part of its Asset Management Program, Utilities determines its capital project priorities through established levels of service for regulatory compliance, product quality, capacity, reliability and efficiency. Performance and targets for established levels of service and organizational objectives drive the priorities of the Utilities Capital Improvement Plan. CIPP lining is considered a trenchless rehabilitation method, as it does not require excavating in the street. CIPP is a jointless, seamless, pipe within a pipe to rehabilitate pipes. A resin saturated felt tube made of polyester, fiberglass cloth or a number of other materials suitable for resin impregnation is inverted or pulled into a damaged pipe. It is usually done from the upstream access manhole. Lateral connections (services) are also restored without excavation via a remote-controlled device that drills a hole in the liner at the point of the lateral connection.

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Portions of the wastewater collection system are approaching the end of their useful life. Pipe deterioration causes sewer line breaks and failures, infiltration of ground water into the collection system resulting in higher treatment costs, possible contamination of ground water, and damage to streets and private property. 8" diameter pipes are the City's minimum size for wastewater so pipes eligible for lining must be 8" or larger and not have significant defects such as large holes, cracks or offsets. CCTV inspection determines the condition of the pipe and assigns a condition code which is used for prioritizing which pipes are lined before others.

This Offer supports the following Strategic Objectives:

- ENV 4.6 - Sustain and improve the health of the Cache la Poudre River and all watersheds within Fort Collins.
- ECON 3.5 - Invest in and maintain utility infrastructure and services while ensuring predictable utility rates.
- HPG 7.8 - Evaluate the City's assets and infrastructure to most effectively prioritize funding that best maintains and protects those investments, while improving the customer experience.

1.38	1.0 FTE Wastewater Collections Utility Maintenance Operator - Offer Type: Enhancement - Unfunded	2023 - \$67,406
		2024 - \$71,455

Funding this offer would increase the Wastewater Construction crew by 1.0 FTE, which would bring it to a total of eight operators. The industry standard for a construction crew working to replace water and wastewater pipes is eight employees for efficiency and, most importantly, safety. The current crew is comprised of 7.0 FTEs, which often leaves the crew shorthanded when other operators are driving trucks back and forth to get material or parts. Wastewater trenches are typically 8 feet or deeper and often can be deeper than 15 feet, which introduces a number of potentially fatal hazards. The additional FTE ensures that a competent person is always onsite as other operators are working in the trenches. The competent person is responsible for watching for hazards, ground shifting, shoring integrity, and confined space protocols and equipment.

When the crew has additional employees out sick, vacation, etc. the work still needs to continue and in those cases contractor trucking is hired which costs about 4 times per hour than it costs to employee another FTE. Having the additional FTE on the construction crew allows for optimal number of 8 employees most days and provides some flexibility in order to provide work life balance to other crew members if they have need for time off.

The Wastewater Utility has an extensive capital improvement program over the next 10 years with a total annual replacement of 4.5 miles of wastewater each year. Currently the in-house construction crew is able to replace 1.5 miles of pipe each year, which accounts for a significant amount of this 4.5-mile goal. The remaining 3 miles will need to be replaced with contractors, which cost more money per foot and require additional staff to inspect and manage. In-house construction crews provide their own inspection and management and focus on craftsmanship and quality as they are also the ones that need to respond after hours to issues and problems with improper installation.

This Offer supports the following Strategic Objectives:

- ENV 4.6 - Sustain and improve the health of the Cache la Poudre River and all watersheds within Fort Collins.
- ECON 3.5 - Invest in and maintain utility infrastructure and services while ensuring predictable utility rates.
- HPG 7.8 - Evaluate the City's assets and infrastructure to most effectively prioritize funding that best maintains and protects those investments, while improving the customer experience.

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1.39	Utilities: Wastewater - Collection System Replacement - Offer Type: Asset Management-Enhanced - Unfunded	2023 - \$520,000
		2024 - \$2,150,000

This offer will fund design and construction for priority wastewater mains identified for replacement or rehabilitation.

This offer will implement strategies to cost effectively maximize improvements to levels of service for the wastewater collection system such as quality, reliability, resiliency and safety. The Wastewater Collection Master Plan identified high priority portions of the system for replacement based on age, condition and size. The program will replace or rehabilitate aging wastewater collection infrastructure with new infrastructure that meets current standards. The program will focus on sewer lines generally in the Downtown and City Park areas where Utilities records indicate the wastewater system was installed in the early 1900s.

This enhancement to Offer 1.14 will allow for an increased rate of annual replacement from approximately 2.5 miles to 2.8 miles in 2023 and 3.3 miles in 2024.

The Wastewater Main Replacement Program will improve levels of service for quality, reliability, resiliency and safety. If aging wastewater mains are not replaced, the wastewater system will continue to see an increase in sewer backups and maintenance costs.

This Offer supports the following Strategic Objectives:

- ENV 4.6 - Sustain and improve the health of the Cache la Poudre River and all watersheds within Fort Collins.
- ECON 3.5 - Invest in and maintain utility infrastructure and services while ensuring predictable utility rates.

1.40	Utilities: Water Conservation - Offer Type: Ongoing - Funded	2023 - \$1,244,222
		2024 - \$1,293,334

Funding this offer maintains Utilities' Water Conservation services that engage our community with cost and water saving opportunities, safeguard our water resources, and help work toward water management goals set by the Council approved Water Efficiency Plan and Water Supply and Demand Management Policy. Water Conservation is proud to provide services to residential and commercial water users, including internal City departments.

Water Conservation offers rebates for water efficient products and installations; the Xeriscape Incentive Program; 24/7 access to hourly water use data; custom water budgets and efficiency audits; critical internal services, such as commercial development irrigation plan review; and managing water shortage responses, including water restrictions. We are continually adapting to meet the evolving needs of our community. Examples include expanding landscape programs to equitably serve the community and revising the water allotment system.

Community water use was 139 gallons per capita per day (GPCD) in 2021. The Water Efficiency Plan goal is to reduce community use to 130 GPCD by 2030. Reaching this goal requires a 7% reduction from the 5-year average. In 2021, Water Conservation's programs and initiatives enabled customers to reduce their use by more than 160 million gallons of water with impacts extending beyond water savings. Conservation programs are the most cost-effective strategy for managing water and are foundational to a sustainable future because they support our economy and community by lowering utility bills, reduce risks to water-using businesses, create jobs, and improve the resilience of our homes, businesses and landscapes. With more extreme weather events and increasingly variable water supplies, proactively implementing water efficiency is a fiscally and environmentally responsible way to prepare for the future.

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This Offer supports the following Strategic Objectives:

- ENV 4.4 - Provide a resilient, reliable, and high-quality water supply.
- NLSH 1.3 - Increase resident participation in income-qualified services and improve accessibility to City and community programs for low- and moderate-income households.
- HPG 7.5 - Foster a culture of physical and psychological safety, resilience, wellness and sustainability across the City organization.

1.41 Utilities: Xeriscape Incentive Program for HOAs and Commercial Properties - Offer Type: Continuing Enhancement - Funded

2023 - \$75,000

2024 - \$75,000

This offer supports Council Priorities 14 and 19 and the Xeriscape Incentive Program (XIP), and extends the 2022 Enhancement Offer 1.29. Through this program, Utilities water customers are provided funding for landscape projects that reduce water use long term. This offer permanently expands the residential Xeriscape Incentive Program (XIP) to serve commercial water customers.

This offer helps businesses, HOAs and other commercial properties pursue costly landscape projects that require technical assistance like landscape and irrigation designs and professional installation. Since 2020, the majority of funding has been provided by third party grants totaling \$145,000, all of which has been divided among the customers who have converted more than 600,000 square feet of landscape across 19 commercial properties. This year, 12 projects have been awarded with funding. Commercial XIP projects were awarded a third grant for \$75,000 to be used for funding 2023 projects.

The future holds variable snowpack and precipitation, hotter summers and more water shortages. Most existing landscapes grow plant material with significantly higher water needs than natural precipitation provides. While turf grass is necessary for sports, pets, aesthetics and more, re /building landscapes to be more appropriate to local climate is necessary for the future of our water. XIP landscapes leverage materials and practices well adapted to our changing climate, including low water plants and turf type grasses, mulches, and efficient irrigation equipment and schedules. Compared to traditional turf heavy landscapes, which require an average 15 gallons per square foot per season, water wise landscapes may cut landscape water requirements by 30% or more. Based on actual water use analysis, XIP projects save 8 gallons per square foot of area converted and commercial XIP projects have already saved over 4.7 million gallons since 2020.

This Offer supports the following Strategic Objectives:

- ENV 4.4 - Provide a resilient, reliable, and high-quality water supply.
- ENV 4.1 - Intensify efforts to meet 2030 climate, energy and 100% renewable electricity goals that are centered in equity and improve community resilience.
- HPG 7.3 - Engage the community more effectively with enhanced inclusion of diverse identities, languages and needs.

1.42 Utilities: Water Efficiency Plan Update - Offer Type: 1-Time Enhancement - Funded

2023 - \$100,000

2024 - \$150,000

Funding this offer will meet the state's requirement for Fort Collins Utilities to update the Water Efficiency Plan (WEP) by 2024. The WEP guides Utilities' efforts to reduce water demands on its water supplies by identifying strategies to efficiently manage and use water. An updated WEP will address emerging challenges in the Utilities water service area, like water shortages and affordability. Funding this offer creates more resilience and equity for all customers and reduces Utilities' water resource risks.

The current WEP has been successful at lowering water use, with an average per capita reduction of 22% since 2001. The update to the WEP is an opportunity to

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improve by:

- Integrating water use with land use planning, a major driver of water use. Addressing this is a new state requirement of WEPs.
- Modeling water savings for water conservation programs, services and policies (strategies) to help prioritize strategies.
- Improving modeling of climate change impacts to water supply and demand.
- Incorporating equity into the WEP by choosing strategies based on input from diverse public engagement.

Implementation of the WEP results in less water use. If funded, the co benefits include:

- Lowering utility bills for customers from previously underrepresented communities.
- Improving water shortage resiliency.
- Supporting the economy, especially businesses dependent on water such as landscaping, car washing, restaurants, etc.
- Reducing risks to all customers, with an emphasis on vulnerable and underrepresented populations.
- Aligning with other plans and initiatives (like Our Climate Future, Municipal Sustainability and Adaptation Plan, and One Water).

The first year would include modeling climate and water savings and engaging with staff to identify One Water strategies. The second year would include working with community partners on inclusive public engagement, analyzing strategies for equity, completing the models and writing the plan.

This Offer supports the following Strategic Objectives:

- ENV 4.4 - Provide a resilient, reliable, and high-quality water supply.
- NLSH 1.4 - Advance equity for all with an emphasis on racial justice to remove systemic barriers so that persons of all identities, including race, ethnicity, religion, gender and gender identity, age, class, sexual identity, mental and physical abilities and ability can fully participate in City services and experience equitable community outcomes.
- HPG 7.6 - Optimize technology, data analysis and process improvements to innovate, guide decisions and enhance service delivery.

1.43	Utilities: Wastewater Mulberry UV Disinfection System and Infrastructure Improvement - Offer Type:	2023 - \$3,660,000
	Asset Management-Enhanced - Funded	2024 - \$0

This cost estimate is considered a Class 4 estimate, as defined by the American Association of Cleaning Equipment. This estimate includes UV disinfection equipment and necessary structural, mechanical and electrical, instrumentation & control improvements to the building to ensure the UV system functions correctly to achieve necessary design requirement for regulatory compliant wastewater disinfection.

The UV system at the Mulberry Water Reclamation Facility is identified as a red zone critical asset, meaning that it is at the end of life and should be expected to fail within one to three years. Replacing this unit now will increase the reliability of the system, reduce maintenance and energy costs, and reduce the risk associated with system failure, which could potentially cause a water quality violation related to pollution of the Cache la Poudre River (E.coli).

Expected life of a UV System used for wastewater treatment is 20 years. The Mulberry system was installed in 1998 making the system 24 years old. As a result, necessary components

The planned system and design will consider opportunities to share parts and components from this system with the system at the Drake Water Reclamation Facility.

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This Offer supports the following Strategic Objectives:

- ENV 4.6 - Sustain and improve the health of the Cache la Poudre River and all watersheds within Fort Collins.
- ECON 3.5 - Invest in and maintain utility infrastructure and services while ensuring predictable utility rates.
- HPG 7.6 - Optimize technology, data analysis and process improvements to innovate, guide decisions and enhance service delivery.

1.44 Utilities: Wastewater, Water Reclamation and Biosolids Master Plan - Offer Type: 1-Time Enhancement 2023 - \$700,000 **- Funded 2024 - \$0**

The Water Reclamation and Biosolids (WRB) Division operates three wastewater facilities with a total value of more than \$200M. The three facilities include the Drake and Mulberry Water Reclamation Facilities and Meadow Springs Ranch. All three facilities provide critical public and environmental health services to the Fort Collins community. The WRB completes a new master plan every five years, with the latest master plan completed in 2017. The purpose of completing a new master plan every 5 years is to develop a holistic, cost-effective, long-term capital improvement plan for handling and treating wastewater for the City of Fort Collins that will meet future growth, regulatory requirements, as well as customer service and regionalization objectives for the City.

Core components included in Master Plan are: Planning Objectives, Regulatory Requirements, Condition Assessment, Capacity Evaluation, Alternative Analysis, Regionalization, Sustainability (Energy and Waste diversion), and Organizational Analysis. In addition, this Master Plan will provide further analysis of the long term viability of operating and maintaining the Mulberry facility vs. consolidation with the Drake Facility. The Master Plan will also include the operations at Meadow Springs Ranch.

This Master Plan will be critical to ensure the facilities are capable of meeting upcoming renewal of NPDES Permits for both Mulberry and Drake. Also important will be to make sure infrastructure condition assessments are accurate and transferred to the Maximo CMMS system.

This Master Plan will also work to serve as the 10 Year Wastewater Utility Plan update for the State of Colorado 208 regional group. This group has delegated authority from the state to monitor and approve overall facility improvements and regional planning issues for Northern Colorado. The last Utility Plan Update was completed in 2007.

This Offer supports the following Strategic Objectives:

- ENV 4.6 - Sustain and improve the health of the Cache la Poudre River and all watersheds within Fort Collins.
- ENV 4.7 - Expand the Natural Areas land portfolio while simultaneously protecting existing lands and improving equitable access to nature.
- ECON 3.5 - Invest in and maintain utility infrastructure and services while ensuring predictable utility rates.

1.45 Environmental Learning Center Flow Restoration Project - Offer Type: Capital Project - Funded 2023 - \$2,089,196 **2024 - \$0**

This offer will fund the construction of a project to support the health of the Poudre River by rebuilding a severely damaged diversion structure in the Poudre River at the Environmental Learning Center (ELC) (near Drake and Ziegler) that maintains instream flows. Instream flows in the Poudre River support the community's access to clean drinking water and recreation, as well as wildlife and fish. The structure must be rebuilt to maintain a critical instream water right the City owns and to prevent approximately 10,000 acre feet of water annually from being diverted from the river upstream. These stream flows have been valued at approximately \$220 million. This structure and water right are key tools the City has for maintaining instream flows and blocking future flow depletions upstream. This project is shovel ready and aligns with City Council's priority for a healthy and resilient Poudre River and Natural Areas' long-term restoration plans in this reach. To support equity, diversity and inclusion a

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the site, the project team proactively secured funding for and completed an ADA accessibility project at the ELC in 2022 to address the Sidewalk ADA Accessibility measure tracked by the City's Equity Indicators framework.

If awarded, this offer will provide the second phase of funding needed to construct the project. The first phase of construction funding was approved for the 2022 budget (2022 Offer 1.62). Since 2019, the City has invested \$1,250,000 in the design and permitting phases, which are on track. The project team has worked in partnership with the landowner, Colorado State University, during the design process. The project schedule is shovel-ready. The project team has a general contractor on board, a permit from the U.S. Army Corps of Engineers, and is reviewing the final 100% design plan set. The team has used a triple-bottom-line approach by designing a lower cost low-impact riffle crest structure instead of a traditional dam.

This Offer supports the following Strategic Objectives:

- ENV 4.6 - Sustain and improve the health of the Cache la Poudre River and all watersheds within Fort Collins.
- ENV 4.5 - Protect and enhance natural resources on City-owned properties and throughout the community.
- ENV 4.7 - Expand the Natural Areas land portfolio while simultaneously protecting existing lands and improving equitable access to nature.

1.47 Utilities: Water Quality Services - 1.0 FTE Quality Assurance Technician - Offer Type: Enhancement - 2023 - \$68,490 Unfunded 2024 - \$77,246

This offer funds a 1.0 FTE Quality Assurance Technician (Technician II, Sciences) to support the Utilities Quality Assurance (QA) Program. The QA program is currently staffed by one full time employee (QA Coordinator) and one part time hourly position. This half time hourly position will be eliminated if this offer is funded.

The purpose of the QA Program is primarily twofold: 1) to ensure that all laboratory testing carried out by the two Utilities laboratories the Water Quality Lab and Pollution Control Lab is performed according to industry standard laboratory practices, and 2) to provide data of known and documented quality for the purpose of demonstrating regulatory compliance and for other decision-making.

The addition of a full time QA Technician would provide the benefits of consistency in the administration of the QA Program, reduced turnover with hourly staff, and allow for greater delegation of responsibilities. Specifically, this position would maintain Standard Operating Procedures, personnel training records, and assist with internal quality system audits, annual ethics / data integrity training, and database maintenance. It would also provide the necessary staff capacity to further develop key QA Program elements like an internal audit program to support State lab certification process, records management, and QA reporting for lab performance. These functions are currently minimally developed or do not exist and are considered industry best practices for maintaining data integrity and high performing laboratories.

In 2019, the current QA Coordinator assumed responsibility for managing the configuration and administration of a new Laboratory Information Management System, which offers enhanced capabilities to the labs and to customers, but also requires approximately 10-15 hours per week of staff time not previously needed. The assumption of these additional duties has further delayed the development of key QA Program elements mentioned above.

This Offer supports the following Strategic Objectives:

- ENV 4.4 - Provide a resilient, reliable, and high-quality water supply.

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1.48 Utilities: Water Quality Services - Poudre Water Quality Network - Offer Type: Enhancement - Funded 2023 - \$50,000 2024 - \$50,000

Funding this offer will support the development and implementation of the Poudre River Water Quality Network. The Network will provide the City with continuous, real time water quality information to support integrated decision making efforts to collectively manage, protect and communicate water quality in the Poudre River.

Funding will support operations and maintenance (O&M) of nine real time, multi sensor water quality meters in the Poudre River. The meters would be strategically located along the Poudre River to address cross departmental water quality needs to meet the following Network objectives:

- Establish and maintain a consistent, high quality and continuous data record to better understand and track trends Poudre River water quality.
- Improve the ability to detect and respond in a timely manner to pollution events in the Poudre River.
- Inform short- and long term planning efforts to protect, improve and maintain water quality in the Poudre River.
- Provide communication, outreach and education opportunities to better connect the organization and community to the Poudre River.

Annual Network O&M is essential to maintaining a consistent, high-quality data record to meet these objectives. Funding will procure the following services:

- Meter installation
- Routine field visits to calibrate, clean and maintain meters
- Reagents, calibration standards and equipment
- Services and software to stream and visualize real time data
- Annual check ups, preventative maintenance and repairs for all equipment

The primary impact of the Network is the opportunity to use innovative water monitoring technologies and data to support integrated, cross departmental planning and decision making. This will help the City better manage and communicate Poudre River water quality and collectively meet the community's vision to manage our water resources in a way that enhances, protects and sustains the services provided by the Poudre River.

This Offer supports the following Strategic Objectives:

- ENV 4.6 - Sustain and improve the health of the Cache la Poudre River and all watersheds within Fort Collins.
- HPG 7.6 - Optimize technology, data analysis and process improvements to innovate, guide decisions and enhance service delivery.
- ENV 4.1 - Intensify efforts to meet 2030 climate, energy and 100% renewable electricity goals that are centered in equity and improve community resilience.

1.49 Utilities: Wastewater – Drake Water Reclamation Facility Headworks - Offer Type: Asset Management-Enhanced - Unfunded 2023 - \$0 2024 - \$19,000,000

The Drake Water Reclamation Facility (DWRF) has a treatment capacity of 23 million gallons per day (mgd), which makes it the largest wastewater facility in Northern Colorado. DWRF has made substantial process infrastructure improvements to meet regulations, reduce our environmental footprint, and minimize our impact to the surrounding community. What has not been updated is the beginning of all processes, the headworks.

The headworks of any wastewater facility is where the raw wastewater enters the treatment facility from the collection system. This process area is very corrosive and odiferous. Performance at this point in the process determines overall regulatory performance of the downstream units of the treatment process. Regulatory aspects in influent piping and sampling locations and preliminary treatment (i.e., removing inorganic material, such as wipes). A condition assessment was completed in 2017, which provided integrity ratings for all major facilities at the DWRF in the areas of mechanical, electrical, structural, HVAC, and electrical, instrumentation, and controls

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(EI&C). The assessment determined most of the headworks' major process and ancillary equipment was at or nearing end of life and recommended replacement by 2024. In addition to process improvements, building Improvements were recommended which included mechanical and EI&C as part of the facility upgrades based on age, condition, and effectiveness.

This part of the process also receives hauled waste from the community's septage haulers (porta potties and septage tanks). This activity is regulated through our Industrial Pretreatment Program requiring valid permits and dumping fees. In 2021, close to \$300,000.00 was generated from the hauled waste program for the wastewater utility.

The improvements will include new screening mechanisms, hauled waste area, grit classifiers, and new HVAC and electrical.

This Offer supports the following Strategic Objectives:

- ENV 4.6 - Sustain and improve the health of the Cache la Poudre River and all watersheds within Fort Collins.
- ECON 3.5 - Invest in and maintain utility infrastructure and services while ensuring predictable utility rates.
- ENV 4.2 - Improve indoor and outdoor air quality.

1.50 Utilities: Wastewater HVAC Improvements - Offer Type: Continuing Enhancement - Funded **2023 - \$600,000**
2024 - \$600,000

This offer provides funding to replace aging HVAC infrastructure at the Drake Water Reclamation Facility. Identified areas have reached the most critical level for replacement based on age and condition assessment. Assets are managed in the Maximo computerized maintenance management system and condition assessments as part of master planning efforts. HVAC components are listed as a level 3 red zone critical asset, meaning they need to be replaced in less than five years.

Working HVAC equipment provides safe working conditions for staff and provides a less corrosive environment for other equipment in the same area. Wastewater treatment produces a highly corrosive environment from air emissions.

Potential projects include dewatering HVAC, South Process Train Lift HVAC, and Headworks HVAC. Many projects at the wastewater plant require an evaluation of the HVAC units in particular process areas. This fund enables us to plan major HVAC projects and address needs as they present themselves day to day or with other projects.

This Offer supports the following Strategic Objectives:

- ENV 4.2 - Improve indoor and outdoor air quality.
- ECON 3.5 - Invest in and maintain utility infrastructure and services while ensuring predictable utility rates.

1.51 Utilities: Wastewater - 1.0 FTE Lead Plant Operator - Offer Type: Enhancement - Funded **2023 - \$67,668**
2024 - \$82,229

The need for a Lead Plant Operator is to meet the ever- changing process needs in the wastewater treatment industry. The industry is evolving to utilize chemistry, biology, physics, and systems thinking to achieve desired results. Current organizational structures are not optimized with the complexity of today's wastewater operational needs. The Water Reclamation and & Biosolids (WRB) Division is going through some organizational improvements with an emphasis on succession planning, improved accountability, and greater communication. FC Lean staff lead led three organizational workshops that engaged roughly 10 WRB staff members in

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each group, to seek input on ideas they had to increase improve in those three areas from an organizational standpoint. All three workgroups identified the need for a Lead Plant Operator, instead of a Process Control Supervisor, as well as a Plant Superintendent to report to the Plant Manager. This Plant Operations set up would allow for more career progression opportunities and a visible path to identify goals and development opportunities for those interested.

The Plant Superintendent role would be filled by the current Process Control Supervisor role with little money funding increase needed. This position would better align with Colorado Department of Health & Environment (CDPHE) Reg. 100 Plant Operations requirements as well as align with the structure at the Water Treatment Plant. The structure would also facilitate greater upward mobility and succession planning initiatives.

The Plant Operations group currently has seven Plant Operators and has seen the number decrease in recent years due to repurposing and reassignments based on facility needs. This position would provide more staff bench for projects, on call, and coverage of sick leave and vacations, ensuring adequate life work balance.

This Offer supports the following Strategic Objectives:

- ENV 4.6 - Sustain and improve the health of the Cache la Poudre River and all watersheds within Fort Collins.
- HPG 7.2 - Maintain the public trust through a high performing Council, organizational transparency, legal and ethical behavior, and regulatory compliance.

1.52 Utilities: Wastewater - Collection System Master Plan Update - Offer Type: Enhancement - Funded 2023 - \$0 2024 - \$150,000

This offer will fund a wastewater collection system master planning update to support capital improvements, asset renewal and development review.

The Wastewater Collection Master Plan includes significant hydraulic network modeling required to assess the performance of this system. As changes to system are proposed, such as through new development and capital improvements, it is critical the hydraulic models are updated to assess the impact on system performance metrics to assist in the decision-making process for improvements. Scenario planning is also a critical element of master planning so the Utility can be better prepared for events such as changes in diversion, inflow and infiltration, and increased urban density. The Wastewater Collection Master Plan also supports the asset replacement program in terms of pipe condition assessment, consequence of failure, and project prioritization. In addition, the Wastewater Utility is experiencing increased pressure to serve new development that may not be able to be served by a gravity sewer system and would require lift stations. This master plan update will evaluate the wastewater service area and provide recommendations for future lift stations as needed.

If this offer is not funded, decisions related to new development and asset renewal will be based on existing data or project-specific analysis. These approaches are less data-driven than a system-wide approach to master planning.

This Offer supports the following Strategic Objectives:

- ENV 4.6 - Sustain and improve the health of the Cache la Poudre River and all watersheds within Fort Collins.
- ECON 3.5 - Invest in and maintain utility infrastructure and services while ensuring predictable utility rates.

1.53 Utilities: Wastewater - Meadow Springs Ranch Vehicle Storage Facility - Offer Type: Enhancement - Funded 2023 - \$300,000 2024 - \$0

This offer funds an equipment storage building at Meadow Springs Ranch (MSR). MSR is owned and operated by the Water Reclamation and Biosolids Division of the

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Fort Collins Wastewater Utility. Located roughly 30 miles north of Fort Collins on the Wyoming border, MSR is the location where the Utilities applies about 2200 metric tons of regulatory compliant biosolids each year.

MSR provides a critical environmental regulatory function for the City of Fort Collins. In addition to biosolids application, MSR is working cattle ranch and is operated with highest degree of rangeland management and ecological standards to ensure the legacy of the mountains to plains areas. In order to perform the critical operation functions of MSR, heavy equipment, machinery, vehicles, and tools must be used and protected from the harsh environments of the open range. This equipment is valued at close to 2M dollars and includes back hoes, front end loaders, spreader trucks, semis, and utility trucks. A working shop is also used and maintained to enable fleet to be efficient in their service in the remote area.

The 2009, 2014, and 2017 Master Plans all identified the need for a storage facility to provide a weather and rodent proof location to store equipment. Vehicles left outside deteriorate more rapidly from the exposure to sun and rodent infestation, reducing the expected equipment life.

The storage building was approved through the BFO process for \$300K in 2020. However, due to inflationary pressures on materials most recent estimates indicate a need for roughly twice that much including project management and permitting costs. The proposed location is on the southwest corner of the existing biosolids facility and would be built on an existing embankment. The proposed facility would house dump trucks, skid steers, bucket trucks, front end loaders, back hoes, and spreader equipment.

This Offer supports the following Strategic Objectives:

- ENV 4.5 - Protect and enhance natural resources on City-owned properties and throughout the community.
- ECON 3.5 - Invest in and maintain utility infrastructure and services while ensuring predictable utility rates.

32.1 Environmental Services Leadership - Offer Type: Ongoing - Funded

2023 - \$246,170

2024 - \$256,425

Funding this offer supports the Environmental Services Department (ESD) leadership, which includes two classified employees (Director and Business Support III). ESD provides services to the community and organization to pursue Council policies and goals on sustainability, air, climate, waste reduction, and environmental compliance. Key planning documents include Our Climate Future (combined climate, energy and waste plans to meet 2030 goals), the Air Quality Plan, and the Municipal Sustainability and Adaptation Plan.

ESD leadership:

- Oversees ESD's work to deliver on seven Council Priorities, planning/policy development, and resident and business engagement on policies and programs that protect the environment, improve health and quality of life.
- Manages a staff of 18 classified FTE, 1.5 contractual FTE, plus hourly staff and an annual ongoing budget of \$1.98M (2021). Administrative support is critical in providing excellent customer service, including a high volume of inquiries about recycling facilities.
- Leads ESD's commitment and practice to advance equity-centered solutions and processes to achieving environmental goals.
- Advances the triple bottom line, which integrates economic, social and environmental considerations in all policies and programs.

The impact of funding this offer is the leadership necessary to support Fort Collins' efforts to face several significant issues including:

- The need to partner with the community and organizations at all levels to equitably increase resilience and reduce carbon emissions.
- Ground level ozone continues to be among the highest along the Front Range, Fort Collins has high levels of radon, and 1 in 4 households has a member with respiratory problems.

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- Impending closure of the county landfill by 2024 and need to implement the Regional Wasteshed facilities.

This Offer supports the following Strategic Objectives:

- ENV 4.1 - Intensify efforts to meet 2030 climate, energy and 100% renewable electricity goals that are centered in equity and improve community resilience.
- ENV 4.2 - Improve indoor and outdoor air quality.
- ENV 4.3 - Accelerate efforts to achieve 2030 zero waste goals.

32.2 Waste Reduction & Recycling - Offer Type: Ongoing - Funded

2023 - \$892,114

2024 - \$925,753

Funding this offer supports the Waste Reduction and Recycling (WR&R) staff and programs. The WR&R team supports the community and City organization in accelerated efforts to achieve the community's 2030 zero waste goal. The Our Climate Future plan outlines strategic steps to make progress toward that goal.

The WR&R team provides:

Education:

- The City's A to Z recycling list averages 9,600 visits/month
- The WR&R team supports residents, businesses, and construction & demolition sites in recycling and waste reduction
- Commitment to equity centered engagement

Policy Development:

- Recently implemented the Community Recycling Ordinance, which brought recycling to multi-family and commercial locations
- Implementing the Disposable Bag Ordinance in 2022, which bans plastic bags and adds a 10-cent fee to paper bags at grocers
- Currently exploring a districted residential trash and recycling system
- Policy development using an equity lens

Compliance:

- The WR&R team licenses haulers and supports compliance with construction & demolition and other recycling requirements

Infrastructure:

- The Timberline Recycling Center receives more than 400 user visits/day
- The WR&R team collaborates regionally through the Regional Wasteshed Coalition to support development of key waste, recycling and composting infrastructure

The WR&R team is also making progress on six Council Priorities: Accelerate composting, Make real progress toward Zero Waste (with a focus on multi-family and commercial recycling and construction & demolition recycling), Explore a districted system for trash & recycling, Enhance recycling education, Reduce plastic pollution, and Develop a Circular Economy Plan.

The impacts of this funding are education and outreach, policies, compliance and infrastructure to support a shift from wasting to reducing, reusing and recycling.

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This Offer supports the following Strategic Objectives:

- ENV 4.3 - Accelerate efforts to achieve 2030 zero waste goals.
- ENV 4.1 - Intensify efforts to meet 2030 climate, energy and 100% renewable electricity goals that are centered in equity and improve community resilience.
- HPG 7.1 - Provide world-class municipal services, while recognizing the importance of multi-sector relationships and partnerships at all levels.

32.3 Air Quality - Offer Type: Ongoing - Funded

2023 - \$628,114

2024 - \$655,937

Funding this offer supports the Environmental Services Department (ESD) Air Quality (AQ) Division. For more than 30 years, the City of Fort Collins has been actively involved in addressing air pollution at a local level and working regionally and beyond to address air pollution on a larger scale. Key motivations for continued and enhanced efforts include:

- Fort Collins lies within an ozone non attainment area, meaning ground level ozone concentrations often exceed federal Environmental Protection Agency (EPA) health risk based exposure limits.
- Breathing polluted air can have inequitable outcomes, as those most susceptible to health problems include children and older populations, and those with pre existing heart or lung conditions, and one-quarter of Fort Collins households report a member with a respiratory issue.
- Localized impacts of particle pollution from dust and smoke (e.g., construction and wood fires) can create nuisance issues and health concerns near sources.
- Studies show that people spend up to 90% of their time indoors, and indoor air pollution is often much worse than outdoor air pollution.
- A changing climate contributes to increased air quality risks, such as increased emissions from wildfires that can contribute to particle pollution, and more high heat days that can contribute to ozone formation.

Capacity areas supported include:

- Developing and administering public information, outreach, incentives and engagement programs to promote awareness and action
- Convening and collaborating with stakeholders including businesses, industry and other local and regional partners to limit pollution sources
- Obtaining and implementing air quality related grants
- Tracking and reporting air pollution data
- Developing and implementing local air quality policies, programs and regulations
- Participating in regulatory rulemaking at county, state and federal levels
- Leading by example, by integrating air quality impact considerations in City operations

This Offer supports the following Strategic Objectives:

- ENV 4.2 - Improve indoor and outdoor air quality.
- ENV 4.1 - Intensify efforts to meet 2030 climate, energy and 100% renewable electricity goals that are centered in equity and improve community resilience.

32.4 Climate Commitment - Offer Type: Ongoing - Funded

2023 - \$428,687

2024 - \$448,151

Funding this offer supports programs and staff in the Climate Team of the Environmental Services Department to:

Lead implementation of Our Climate Future (OCF), which includes cross departmental and community wide engagement to achieve the goals.

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- Conduct extensive community engagement in alignment with program and policy development and campaign deployment including OCF, the Shift behavior change campaign and supporting the Natural Resources Advisory Board.
- Increase community and organizational resilience through climate change preparedness planning, project management and support, and operational improvements. OCF includes recognition that the impacts of climate change are here and growing, so resilience and adaptation are embedded in the plan strategies.
- Conduct robust data management and reporting, both community wide and for the municipal organization, including annual Community Carbon Inventory and department-wide metrics for environmental sustainability.
- Provide leadership at all levels to achieve climate goals, including state level engagement with Colorado Communities for Climate Action (39 communities and counties), the Urban Sustainability Directors Network (over 225 communities and counties in the U.S. and Canada), and more.

The Climate Team plays an important role in planning, assessing policy options, and engaging residents and businesses in policy decisions and actions to protect the environment and improve quality of life, as well as supporting departments Citywide to scale and achieve these objectives.

Community members have consistently reaffirmed their support for the work, as documented in the statistically valid Community Survey which most recently (2021) found that nearly half of respondents feel the City should be doing more to prioritize environmental efforts. (With another 47% saying we should keep up the same effort.)

This Offer supports the following Strategic Objectives:

- ENV 4.1 - Intensify efforts to meet 2030 climate, energy and 100% renewable electricity goals that are centered in equity and improve community resilience.

32.5 Municipal Sustainability - Offer Type: Ongoing - Funded

2023 - \$139,868

2024 - \$147,386

Funding this offer will support programs and staff who coordinate implementation of the Municipal Sustainability and Adaptation Plan (MSAP) and reflects an important commitment to organizational sustainability. To achieve these organizational goals, the entire organization benefits from our commitment and involvement in sustainability through aligned work. City Plan emphasizes sustainability as a community vision, so it is important the City leads the way. Our core value of stewardship is highlighted through the work this offer provides.

This offer allows the City to lead by example by making progress on the following areas:

- City operations are prepared for and adapt to climate change and disruptive events of all scales.
- Our public lands support a healthy ecosystem and are resilient to climate and growth pressures.
- We sustainably manage our water resources and lead in water efficiency.
- We responsibly manage materials throughout their life cycle to achieve waste reduction outcomes.
- Our transportation systems, energy production and facilities lead in sustainable design and resource efficiency.
- The City is a high performing and resilient organization that has a culture of operational sustainability.

This offer resources staff and programs to:

- Lead coordination of MSAP implementation, which includes six interdepartmental teams
- Administer employee engagement in alignment with the MSAP.
- Increase municipal organizational resilience through climate preparedness planning and operational enhancements
- Perform data management and reporting, including organization-wide metrics
- Lead the internal City Sustainability Team with representatives from every Service Area, which fosters interdepartmental collaboration

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Funding this offer has provided centralized coordination on sustainability throughout the organization. This has allowed for enhanced collaboration, better decision-making, and overall metrics that track progress and future planning.

This Offer supports the following Strategic Objectives:

- ENV 4.1 - Intensify efforts to meet 2030 climate, energy and 100% renewable electricity goals that are centered in equity and improve community resilience.
- HPG 7.5 - Foster a culture of physical and psychological safety, resilience, wellness and sustainability across the City organization.
- ENV 4.3 - Accelerate efforts to achieve 2030 zero waste goals.

32.6 Timberline Recycling Center - Offer Type: Ongoing - Funded

2023 - \$300,132

2024 - \$301,773

This Offer funds Timberline Recycling Center (TRC) operations and part-time hourly staff. The TRC is a public recycling drop-off center for both everyday and hard to recycle materials.

Site details:

The TRC's Everyday Recyclables yard accepts bottles, cans, plastic film, paper, etc., and is open seven days a week.

The Hard-to-Recycle Materials yard provides a one-stop recycling option for items such as yard trimmings, electronics, scrap metal and aggregates, batteries, paint, oil and antifreeze. This site offers the opportunity to accept additional materials as market opportunities arise – bulky plastics, fire extinguishers, and baling twine have all been added to the “acceptable items” list since opening the TRC in 2017.

The site also provides an opportunity to host community events. These events allow special materials like mattresses and books to be collected for one day, and allow creative community partnerships to develop, such as the furniture reuse pilot event.

The TRC is supported by the Recycling Ambassador volunteers who are trained to answer visitors’ recycling questions, assist mobility limited recyclers in transporting their recyclables to the bins, and support the site upkeep.

Site impact:

The TRC is a key component of Fort Collins’ recycling systems and is used by more than 400 recyclers per day.

The Everyday Recyclables Yard supports recycling opportunities for small businesses and residents who choose to haul their own recyclables, serves as “overflow” capacity for residential recyclers, and supports those willing to separate out their recyclables to support them being recycled into higher quality recycling markets (e.g., separated white office paper).

The Hard to Recycle Materials Yard not only offers residents an opportunity to recycle hard to recycle materials, but also provides the ability to develop community partnerships and support a local circular economy.

The TRC supports progress toward Council adopted zero waste goals.

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This Offer supports the following Strategic Objectives:

- ENV 4.3 - Accelerate efforts to achieve 2030 zero waste goals.

32.7 Timberline Recycling Center Equipment Replacement - *Offer Type: Asset Management-Enhanced* - **2023 - \$231,960** **Funded** **2024 - \$0**

This Offer will (1) fund the replacement of the second half of the existing equipment and (2) new equipment needed to meet current usage of the Everyday Recyclables yard at the Timberline Recycling Center (TRC), which is a public recycling drop-off center. (The first half of the equipment was funded in 2022 via offer 48.8.)

The City's recycling center on Riverside Ave was created in 2001. In 2016, this equipment was moved to Timberline Rd. to become the Everyday Recyclables yard of the TRC.

The TRC Everyday Recyclables yard is now used by over 400 recyclers per day. The usage of the site had grown slowly with a 6% increase in volumes recycled from 2011 to 2017. However, from 2017 to 2020, the volumes recycled at the Everyday Recyclables yard increased by 20%. This growth cannot be absorbed in the current bins; the number of bins has remained relatively static for nearly 20 years.

The site currently runs out of capacity over holiday weekends, and even had to be closed two consecutive weekends over the 2020/21 holiday season because all the bins were full and could not be emptied until Monday. As a short-term remedy, the TRC has been borrowing bins from Streets and the contractor who services the site at high usage times. This is not a sustainable option long-term as the roll-off bins from Streets and the contractor are not always available and does not address the fact that the site operates at near-capacity all the rest of the year. This means that anytime equipment breaks, or any other element goes awry at the site, the recyclables back up quickly and cause major issues. The additional capacity will allow the site to navigate increased usage over the holidays and service disruptions during the rest of the year, as well as be equipped for the growth of usage in coming years.

Impact: This offer ensures this well-loved community resource will continue to be safe and available to recyclers for years to come and can continue to support progress to zero waste goals.

This Offer supports the following Strategic Objectives:

- ENV 4.3 - Accelerate efforts to achieve 2030 zero waste goals.
- ENV 4.1 - Intensify efforts to meet 2030 climate, energy and 100% renewable electricity goals that are centered in equity and improve community resilience.

32.8 Timberline Recycling Center - Budget Right-Sizing for Ongoing Operations - *Offer Type: Continuing* **2023 - \$58,085** **Enhancement - Funded** **2024 - \$58,085**

Funding this offer will right-size the Timberline Recycling Center (TRC) budget to match the accurate cost of providing this service to the community. This offer is a continuation of an enhancement funded in 2022 and represents an ongoing need, including hourly staffing and operations funding. The TRC is a public recycling drop off center.

The TRC is used by more than 400 recyclers per day and is a well-loved community resource. It consists of the Everyday Recyclables yard (available at no charge), which accepts bottles, cans, paper, etc., as well as the Hard-to-Recycle Materials (HTRM) yard (small entry fee charged), which accepts paint, batteries, electronics, yard

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waste, bulky plastics and much more.

The TRC supports progress toward meeting the City's zero waste goals.

A previous iteration of the site, which accepted only everyday recyclables (bottles, cans, paper etc.), was located off Riverside Ave. Once the site was moved to Timberline, it was expanded to also include the HTRM yard. Not knowing the exact budget needs for the HTRM yard, an initial budget was created and approved in 2016. When the operations for the first few years yielded unspent funds at year end, the budget was reduced by \$44,500.

Since 2018, the cost for hauling the recyclables has increased, as has the market cost to recycle everyday recyclables. Staff has identified & implemented numerous efficiencies to reduce site costs & has considered additional ideas to close the gap in funding. However, ideas that would significantly reduce the level of service to the community were not considered to be aligned with the objectives for the TRC. The increase in operating costs, which are outside the City's control, are far more substantial than the cost reductions identified & implemented.

The operating cost overage continues. While many additional options to reduce costs are available, all would reduce the level of service to the community.

This Offer supports the following Strategic Objectives:

- ENV 4.3 - Accelerate efforts to achieve 2030 zero waste goals.
- ENV 4.1 - Intensify efforts to meet 2030 climate, energy and 100% renewable electricity goals that are centered in equity and improve community resilience.

32.9 Disposable Bag Ordinance Implementation and Ongoing Programs; includes 1.0 FTE Disposable Bag Ordinance Implementation and 1.0 FTE Waste Reduction and Recycling Volunteer and Partner Coordinator - Offer Type: Enhancement - Funded

2023 - \$1,454,406

2024 - \$1,585,436

Funding this Offer supports key objectives for implementing the Disposable Bag Ordinance and associated revenue approved by the voters in 2021. While ensuring any expenditures stay within disposable bag fee revenue receipts, project funding will follow this prioritization:

- First, fund implementation of City and State requirements that ban plastic bags, place fees on paper bags, and ban Styrofoam. Requirements roll out in 2022–2024 and impact grocers, restaurants and all retailers. This offer continues the 1.0 FTE contractual staff member and related program roll-out costs funded in 2022 (Offer 48.10) and provides reusable bags to community members.
- Second, respond to impacts created by single-use items with programs and partnerships to reduce waste and address broader waste reduction and recycling (WR&R) policy and infrastructure.
 - o Implement the Circular Economy strategies identified in the Economic Health Strategic Plan (funded in 2022) and develop composting policy.
 - o This offer will also fund expanded and new programs to reduce waste. Examples include a Reuse and Recycle edition of the Innovate Fort Collins Challenge (IFCC) competitive funding program; Art in Public Places focused on Cultures of Reuse; and community partnerships such as Reuse Mini-Grants.
 - o Partnerships to reduce waste would be the focus of the 1.0 FTE Volunteer and Partner Coordinator in this offer, who would manage and grow the Recycling Ambassador volunteer program as well as build upon existing and develop new partnerships and programs. The partnerships and volunteer program will enhance the impact on the community far beyond that of just one staff member.

The impact of this offer includes reduced plastic pollution; a smooth transition to the new ordinance for retailers, retail food establishments, and residents; and the development of innovative and equity-centered programs to reduce waste and to fund systems approaches to achieve Fort Collins' zero waste goals.

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This Offer supports the following Strategic Objectives:

- ENV 4.3 - Accelerate efforts to achieve 2030 zero waste goals.
- NLSH 1.4 - Advance equity for all with an emphasis on racial justice to remove systemic barriers so that persons of all identities, including race, ethnicity, religion, gender and gender identity, age, class, sexual identity, mental and physical abilities and ability can fully participate in City services and experience equitable community outcomes.
- ENV 4.1 - Intensify efforts to meet 2030 climate, energy and 100% renewable electricity goals that are centered in equity and improve community resilience.

32.11 Air Quality Monitoring Fund - Offer Type: Enhancement - Funded

2023 - \$100,000

2024 - \$100,000

Funding this offer continues the 2022 Council-requested investment in enhanced regional air quality efforts in alignment with Council priorities to improve air quality and advance regionalism. The focus of these efforts is to provide a flexible fund that can be responsive to regional priorities in monitoring and messaging to increase community understanding of what is in our air, and to inform and prioritize decisions and actions that reduce emissions that can impact our air quality.

In 2022, Fort Collins City Council and Larimer County Commissioners directed staff to establish agreements to share air quality monitoring and compliance resources. These 2022 investments were leveraged to support a number of efforts, as listed in "Additional Information". Additional investments in a flexible fund are necessary to support continued joint City and County efforts including:

- Continued facilitation of a regional advisory committee (under formation in 2022) to develop a prioritized regional air quality monitoring and action plan.
- Support for developing grant proposals as state or federal air quality monitoring funding opportunities become available.
- Installation, operation and maintenance of new regulatory monitoring equipment provided through an EPA award in 2022.
- Operation and maintenance of expanded particulate monitoring sensors installed in 2022.
- New fence line monitoring at oil and gas facilities, which can detect gas leaks in real time.
- Support for air quality aligned initiatives, such as pairing particulate monitors with sky monitoring sensors and cameras to measure the impacts of degraded night sky visibility due to air pollution.

For implementation, these funds are proposed to be flexible in order to best leverage grant opportunities, and regional investments, such as funding and resources provided by the County and the State. To conserve resources, the City will also discuss ongoing maintenance costs for any new equipment with the County and State.

This Offer supports the following Strategic Objectives:

- ENV 4.2 - Improve indoor and outdoor air quality.
- ENV 4.1 - Intensify efforts to meet 2030 climate, energy and 100% renewable electricity goals that are centered in equity and improve community resilience.

32.12 Innovate Fort Collins Challenge - Offer Type: 1-Time Enhancement - Unfunded

2023 - \$300,000

2024 - \$0

This offer funds the Innovate Fort Collins Challenge (IFCC) to advance innovative solutions that address two of the Fort Collins community's greatest challenges together: housing affordability and climate action. In 2021, City Council adopted both the Housing Strategic Plan (HSP) and Our Climate Future (OCF). This offer leverages the HSP strategy "Explore/address financing and other barriers to missing middle and innovative housing development," and the OCF Big Moves to advance

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“Healthy, Affordable Housing” and “Shared Leadership and Community Partnership,” inviting diverse communities and organizations into ownership and implementation of OCF.

Building on a proven model, this offer supports innovation at the nexus of housing and climate solutions (e.g., a project that improves energy efficiency and indoor air quality, while reducing energy costs). In 2017 and 2019, this model engaged partners to reduce greenhouse gas emissions (GHGs) through community led projects. This IFCC round will further the City’s commitment to centering its work in equity. Informed by 2022 engagement, both technical and lived experiences will be prioritized to ensure the competition is designed equitably and outcomes match community needs. All funding is designed for 2023 and deliverables include the pitch night and project awards, using existing staff capacity.

The urgency of acting on housing and climate is relevant to nearly every community member. With impacts from COVID-19 and increased commodity and service costs, 60% of renters and 21% of homeowners in Fort Collins cannot afford their monthly housing costs and must forgo other necessities to stay housed.

Community members are and will continue to be impacted by poor air quality and higher summer temperatures. These types of events are exacerbated by climate change so ambitious action to reduce GHGs, repair and strengthen community connections, and reduce risk will benefit community members, businesses, and ecosystems.

This Offer supports the following Strategic Objectives:

- ENV 4.1 - Intensify efforts to meet 2030 climate, energy and 100% renewable electricity goals that are centered in equity and improve community resilience.
- NLSH 1.1 - Increase housing supply and choice and address inequities in housing to ensure that everyone has healthy, stable housing they can afford.
- NLSH 1.4 - Advance equity for all with an emphasis on racial justice to remove systemic barriers so that persons of all identities, including race, ethnicity, religion, gender and gender identity, age, class, sexual identity, mental and physical abilities and ability can fully participate in City services and experience equitable community outcomes.

32.14 Municipal Sustainability & Adaptation Plan (MSAP) Update - Offer Type: 1-Time Enhancement - Unfunded

2023 - \$62,030

2024 - \$32,030

This offer funds an update to the organization wide Municipal Sustainability and Adaptation Plan (MSAP) to support all City staff on overall alignment for a sustainable organization. The MSAP was published in 2019 and states, “Recognizing that technologies and markets will continue to evolve, financing structures and opportunities may expand, and scientific findings will continue to emerge, the MSAP will be updated every 5 years” (p.36). The offer will fund consultant support, hourly outreach coordination, engagement activities, research into best practices, and delivery of an updated plan. Year 1 will focus on the MSAP update and year 2 will include initiating work on high priority internal policies such as sustainable purchasing.

The MSAP is the organization’s roadmap to ensure:

- City operations and employees are resilient and adapting to changes
- Efficiencies and consistencies among policies, plans and programs
- Cost savings opportunities are maximized

Since 2019, changes in policies, plans, state legislation and funding sources have occurred. The MSAP should include updated strategies to realign these complex changes. For example, the 2022 Building Water and Energy Scoring Ordinance (Chapter 12, Art. XI, www.fcgov.com/bews/) requires buildings to achieve a reduction in

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greenhouse gas emissions of 7% by 2026 compared to 2021 and the 2022 Exterior Lighting Code updates to protect night skies need to be fulfilled at municipal buildings.

The MSAP reflects an important commitment to organizational sustainability. Updating this plan demonstrates how the City leads by example and has a shared responsibility on impacts that will help reduce risk, increase resilience and minimize environmental impacts. Without this type of integrated planning, larger costs may occur such as disruption of services, health impacts, inability to apply for grant funding, and lost opportunities that are needed for achieving carbon neutrality and other environmental goals.

This Offer supports the following Strategic Objectives:

- ENV 4.1 - Intensify efforts to meet 2030 climate, energy and 100% renewable electricity goals that are centered in equity and improve community resilience.
- HPG 7.5 - Foster a culture of physical and psychological safety, resilience, wellness and sustainability across the City organization.
- ENV 4.3 - Accelerate efforts to achieve 2030 zero waste goals.

32.15 Municipal Innovation Funds - Offer Type: Enhancement - Funded

2023 - \$125,000

2024 - \$125,000

Funding this offer will reinstate a proven program for sustainability focused improvements to the City's buildings and infrastructure. The Municipal Energy Efficiency Fund (MEEF) and the Municipal Innovation Fund (MIF) advance innovative, results-driven sustainability projects for the organization in alignment with the City's Municipal Sustainability and Adaptation Plan (MSAP) and commitment to lead by example.

This offer was submitted but unfunded in 2022. City Council expressed a desire to see it resubmitted for the 2023-24 BFO cycle. Both funding programs are now combined in this offer.

Since 2011, these internal innovation funds have delivered more than 115 projects across the organization, saving money and resources and supporting the City's culture of innovation. The funds were paused in 2019 due to budget cuts. An interdepartmental committee reviews applications for this one-of-a-kind resource to support staff innovation.

The recent Building Energy and Water Scoring Ordinance (Chapter 12, Art. XI, www.fcgov.com/bews/) requires buildings over 5,000 sq. ft. to achieve a reduction in greenhouse gas emissions (GHGs) of 7% by 2026 compared to 2021. Funding this offer will help buildings meet this requirement through efficiency. The programs are part of why by 2020 the organization achieved a 44% reduction in GHGs below 2005 levels.

The impact of the MIF & MEEF funds are significant. Past projects funded have addressed water and energy conservation, waste reduction, transportation, education, local food, stream restoration, and electric equipment conversion, in alignment with MSAP. MEEF projects deliver a minimum 10% return on investment. MIF projects focus on novel yet practical ideas with community benefit. Program impacts are long term as many previous projects continue to support the City's operational excellence. In prior years, project proposals have totaled more than twice the funds available, showing a strong desire by staff to innovate.

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This Offer supports the following Strategic Objectives:

- ENV 4.1 - Intensify efforts to meet 2030 climate, energy and 100% renewable electricity goals that are centered in equity and improve community resilience.
- HPG 7.5 - Foster a culture of physical and psychological safety, resilience, wellness and sustainability across the City organization.

32.16 Seed Funding for a Partner-Led Sustainable Business Program - Offer Type: Enhancement - Funded **2023 - \$144,000** **2024 - \$144,000**

Funding this offer will implement a business-driven sustainability program to support local organizations, particularly historically underrepresented businesses, who want to save money while becoming more sustainable and resilient to disruption. The previous program, ClimateWise, was managed by the City for 20 years. The program was a successful City-led model, which engaged more than 600 businesses and avoided more than 1.2 million metric tons of CO2 equivalent greenhouse gases. The program was discontinued in 2019, and the reimagining of the previous program began.

Our Climate Future (OCF) commits to mitigating and adapting to the climate emergency with people-first systems approaches, meaning that business and community members' voices and priorities must be at the center of the work. This offer advances OCF's Big Move #1, Shared Leadership and Community Partnership, by leveraging partnerships to reestablish a program that removes barriers and empowers local businesses to lead towards OCF goals.

2023-2024 Deliverables

- 2023: Select an organization to partner with the City on creating a new sustainable business program, utilizing recommendations from the 2021-22 ClimateWise Reimagining process led by the Sustainable Living Association (SLA). SLA is a community non-profit dedicated to advancing sustainability in Fort Collins, which is why they were selected to lead the reimagining effort.
- 2024: The City will continue to partner with a local organization to scale business participation in a new sustainable business program.

This offer positively impacts our community by connecting businesses, including historically underrepresented businesses, with information and incentives to become more sustainable. The previous ClimateWise program saved businesses \$94 million over the life of the program. This new program will continue to focus on saving businesses money while improving their sustainability impact, brand strength, and relationships with other businesses.

This Offer supports the following Strategic Objectives:

- ENV 4.1 - Intensify efforts to meet 2030 climate, energy and 100% renewable electricity goals that are centered in equity and improve community resilience.
- NLSH 1.4 - Advance equity for all with an emphasis on racial justice to remove systemic barriers so that persons of all identities, including race, ethnicity, religion, gender and gender identity, age, class, sexual identity, mental and physical abilities and ability can fully participate in City services and experience equitable community outcomes.
- ECON 3.1 - Collaborate with local and regional partners to achieve economic resilience in Northern Colorado.

32.17 Increasing Community Leadership for Our Climate Future - Offer Type: Enhancement - Funded **2023 - \$60,000** **2024 - \$60,000**

Funding this offer will strengthen community partnerships and build leadership capacity to achieve Our Climate Future's (OCF) climate, energy, and waste goals. OCF commits to mitigating and adapting to climate change with a people-first, systems approach, meaning that community members' voices and priorities are centered. To do

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so, it is critical to build trust with historically underrepresented communities and demonstrate the City's commitment to valuing the work of the community, with long-term, ongoing investment in relationships and community leadership. This offer suggests two ways of doing this:

Grant Funds for Community Projects (\$60K): The City can't achieve a carbon neutral, renewable, zero waste community alone. These transformations will require community leadership. An OCF small grants program will build on proven programs by investing in the work of community organizations in the context of community needs and vision. Staff will continue to build and nurture relationships with organizations that serve historically underrepresented communities and equitably prioritize them in grant funding.

Community Consultant Program (\$9K): Community Consultants are individuals compensated for contributing their lived experience, perspectives, and other expertise to City projects, particularly those from communities that are underrepresented in climate action. For example, a current community consultant who is a resident of a manufactured home community is working with OCF to increase and improve communication to other residents about energy and water efficiency. This offer allows the program to grow and engage a more diverse cohort of consultants with Spanish interpretation and translation.

Ultimately, this offer will enable the City to build deeper, trusting relationships in the community and support capacity-building required to address the climate emergency. To be successful in this work, a part time staff member will be dedicated to managing the program.

This Offer supports the following Strategic Objectives:

- ENV 4.1 - Intensify efforts to meet 2030 climate, energy and 100% renewable electricity goals that are centered in equity and improve community resilience.
- HPG 7.3 - Engage the community more effectively with enhanced inclusion of diverse identities, languages and needs.
- NLSH 1.4 - Advance equity for all with an emphasis on racial justice to remove systemic barriers so that persons of all identities, including race, ethnicity, religion, gender and gender identity, age, class, sexual identity, mental and physical abilities and ability can fully participate in City services and experience equitable community outcomes.

32.19 1.0 FTE - Municipal Industrial Recycling Senior Specialist - Offer Type: Enhancement - Unfunded	2023 - \$94,914
	2024 - \$121,130

This offer will create a 1.0 FTE position to identify and implement opportunities to reduce, reuse and recycle industrial waste from municipal operations.

This position is a primary recommendation of a 2019 study analyzing further reuse and recycling opportunities of Fort Collins municipal industrial waste.

The position will apply a systems approach, focusing on opportunities for high volume waste materials to be reused internally or be recycled. It will also research highest and best uses for these materials to ensure the City is investing resources in the most efficient manner and receiving the best value for the resource input.

Similar to energy, waste is a ubiquitous and high impact resource area for the municipal organization. A municipal energy manager position was created in 2008, which has resulted in more than 15% energy savings. As was found for energy, having dedicated staff to find opportunities that can then be implemented by the operational staff will fill important gaps and provide consistency across all service areas. Departments tasked with delivering services to the community have interest in implementing best practices for waste diversion, but not the time or expertise for researching, identifying, and analyzing their applicability to Fort Collins.

Anticipated responsibilities for this position include integrating into long term capital planning to facilitate reuse of materials between departments (such as excess soil generated from a project being used for a separate project needing soil), finding alternative destinations for materials if primary recycling options aren't available,

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researching recycling options for materials, developing consistent messaging and information to support industrial waste recycling programs, and focusing on proactive waste and resource management.

The impact of this offer will be greater reuse and recycling of soil and other municipal industrial waste.

This Offer supports the following Strategic Objectives:

- ENV 4.3 - Accelerate efforts to achieve 2030 zero waste goals.
- HPG 7.5 - Foster a culture of physical and psychological safety, resilience, wellness and sustainability across the City organization.
- ENV 4.1 - Intensify efforts to meet 2030 climate, energy and 100% renewable electricity goals that are centered in equity and improve community resilience.

44.1 Natural Areas - Land Conservation - Offer Type: Ongoing - Funded

2023 - \$4,933,709

2024 - \$4,947,171

The purpose of this offer is to fund the Land Conservation work group of the City's Natural Areas Department (NAD) with designated City and County sales tax revenues. Land conservation is a core purpose of the department and language in the citizen initiated ballot measures requires the City to continue buying and restoring land. Thus this offer includes funds to buy and conserve land and water rights, and to support associated staff.

The offer includes all costs associated with land conservation: staff (including legal advice), real estate services support, consulting costs, appraisals and surveys, in addition to monies for acquisitions and conservation easements. The main land conservation activities include acquisition of land or interests in land (conservation easements and leases) and the acquisition of water rights in accordance with the Natural Areas Master Plan and City Plan. This work group also administers right of way (ROW) and utility easement requests; negotiates, administers and monitors leases; administers and monitors conservation easements; and manages water assets. Each year the department negotiates and closes on 12 or more complex land conservation and ROW transactions valued at \$4 million on average. Additional responsibilities include monitoring over 30 conservation easements on over 6,500 acres of land, administering and monitoring the Natural Areas easement processes, and administering and monitoring over 20 leases.

While some conservation services are contracted, most of the services are provided internally by NAD staff, Real Estate Services and the City Attorney's Office, who are compensated by Natural Areas.

This Offer supports the following Strategic Objectives:

- ENV 4.7 - Expand the Natural Areas land portfolio while simultaneously protecting existing lands and improving equitable access to nature.

44.2 Natural Areas - Department Management - Offer Type: Ongoing - Funded

2023 - \$1,336,488

2024 - \$1,401,367

The purpose of this offer is to fund the Department Management work group of the Natural Areas Department with designated City and County sales tax revenues.

The offer includes all costs associated with department management: staff, office supplies for the entire department, and the Administrative and IT charges to the Natural Areas Department from the City of Fort Collins.

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Department Management facilitates the functions of the rest of the Natural Areas Department by providing leadership, budgeting, long range planning, and site management decision-making, which thus protects and maintains natural areas. Natural Areas, now in its 29th year, has evolved from focusing primarily on land conservation to becoming a multi-faceted department. The Natural Areas work groups include department management, public engagement, rangers and visitor services, resource management, trails and visitor amenities, planning and special projects, land conservation, and facility operations.

This is the team that leads strategy and external relationships, critical to the success of the Natural Areas Department. New Department and Service Area leadership are focused on building trust based relationships and reaching out to underserved groups, such as the Native American community. Under new leadership, the Department Management Team is also reviewing the programs and processes in the Natural Areas Department and generating growth and change where needed. Department Management is reviewing the priorities established by the founding ballot language, City Council, City leadership, and community voices to chart a path forward for the Natural Areas Department.

This Offer supports the following Strategic Objectives:

- ENV 4.7 - Expand the Natural Areas land portfolio while simultaneously protecting existing lands and improving equitable access to nature.
- HPG 7.1 - Provide world-class municipal services, while recognizing the importance of multi-sector relationships and partnerships at all levels.

44.3 Natural Areas - Public Engagement - Offer Type: Ongoing - Funded

2023 - \$671,765

2024 - \$694,319

This offer finances the public engagement; education; outreach; volunteer management; and diversity, equity and inclusion functions of the Natural Areas Department, all supported with dedicated City and County sales taxes (Open Space Yes! & Help Preserve Open Space).

Through this offer, community members have diverse opportunities to steward and connect to their natural areas through activities, communications, opportunities to influence natural areas policies and management, and volunteer opportunities. A key strategy is that each Public Engagement staff member holds trust based relationships with groups representing historically underserved communities. This work has led to co created activities that remove barriers to participation and nature. In 2023-2024 there is a commitment to continuing and growing this work.

Participation numbers and audience demographics are voluntarily reported on evaluation surveys. In 2021, the Natural Areas Public Engagement team was able to reach 1,557 participants from historically underrepresented audiences at 69 activities with partnering organizations, including the Boys & Girls Club.

Public Engagement programming and activities include the involvement of over 300 long term and 400 one day volunteers; development of materials for the community, such as maps, brochures and interpretive signs; technology; and free activities, events and field trips (8,488 people participated in 310 activities and volunteer projects in 2021). In 2021, participation began to recover from pandemic lows, with 785 volunteers contributing 8,458 hours, the equivalent time of more than 3 employees with an economic impact of \$256,362. Participation in 2023-2024 is expected to more closely mirror 2019 when 400 activities reached 9,927 people.

This Offer supports the following Strategic Objectives:

- ENV 4.7 - Expand the Natural Areas land portfolio while simultaneously protecting existing lands and improving equitable access to nature.

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44.4 Natural Areas - Resource Management - Offer Type: Ongoing - Funded

2023 - \$1,791,818

2024 - \$1,844,625

The purpose of this offer is to fund the restoration of native plant and wildlife species on the City's 52 natural areas encompassing 42,765 acres, supported entirely by dedicated City and County sales taxes.

The Resource Management work team provides native vegetation restoration, wildlife management, noxious weed management and agricultural functions in support of the Natural Areas Department's conservation mission. The mission is to conserve and enhance lands with natural resource, agricultural and scenic values, while providing meaningful education and appropriate use.

Efforts funded through this offer include the restoration of native vegetation on land previously converted to agricultural or industrial use. Native vegetation provides improved habitat for a variety of wildlife species including large mammals (such as deer, black bear, and mountain lion), birds (such as bald eagle, grasshopper sparrow, and bobolink), as well as important pollinators such as native bees. This offer also provides continued support for the reintroduction of the black footed ferret, a federally endangered mammal re established at Soapstone Prairie Natural Area in 2014. The City of Fort Collins is the only municipality that has reintroduced black footed ferrets in the United States and we have been recognized by the US Fish and Wildlife Service as an outstanding and important partner in species recovery efforts.

This Offer supports the following Strategic Objectives:

- ENV 4.6 - Sustain and improve the health of the Cache la Poudre River and all watersheds within Fort Collins.
- ENV 4.7 - Expand the Natural Areas land portfolio while simultaneously protecting existing lands and improving equitable access to nature.

44.5 Natural Areas - Trails and Visitor Amenities - Offer Type: Ongoing - Funded

2023 - \$1,395,759

2024 - \$1,427,280

This offer funds the staff and operations for the Natural Areas Department (NAD) Trails and Visitor Amenities (TVA) work group, which is funded entirely by dedicated City and County sales taxes.

The City manages 52 natural areas encompassing 42,765 acres and 114 miles of trail. The Trails and Visitor Amenities (TVA) work team manages essential infrastructure such as trails, parking lots, fences, restrooms, and signage that protect natural resources and connect people to nature. These built TVA are carefully designed to enhance visitor enjoyment and safety, while helping to protect natural resource values. Natural Areas visitation is trending up, from 20% to 214%, depending on location. This shows how valued the trail system and visitor amenities are to the community. Trails and visitor amenities in Natural Areas benefit community members through physical and mental health benefits of access to nature. Visitation trends are not simply a COVID 19 effect; a Colorado Parks and Wildlife study from 2020 provides statistical evidence for visitation increases beyond COVID 19, including the impact of population growth and trends in how and when people recreate. The Natural Areas Department's 2020 visitor survey asked respondents to rate their satisfaction with natural areas amenities. Ratings of good and excellent exceeded 95%, demonstrating the high level of service the Natural Areas Department is providing and the value of natural areas to Fort Collins. With so much love for the Natural Areas, there is a need to keep trails and visitor amenities in sustainable condition, especially to protect the other critical resources that would be impacted otherwise.

Maintaining and improving trails and visitor amenities is vital to ensuring natural areas conservation, continued wellness opportunities, high quality of life, and natural settings for public visitation.

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This Offer supports the following Strategic Objectives:

- ENV 4.5 - Protect and enhance natural resources on City-owned properties and throughout the community.

44.6 Natural Areas - Facility Operations - Offer Type: Ongoing - Funded

2023 - \$828,497

2024 - \$828,723

The purpose of this offer is to support the Natural Areas Department's (NAD) facility operations, historic structures and infrastructure efforts with designated City and County sales tax revenues.

The Facility Operations work group is responsible for construction and maintenance of buildings that support Natural Areas staff and programs. The City manages 52 natural areas which encompass a variety of structures. The Facility Operations work group maintains NAD's essential equipment and field supplies, as well as 17 office and shop buildings, 7 residences, 23 vault toilets, the Primrose Studio rental facility, and more than 20 historic structures. This offer also supports associated Natural Areas infrastructure such as asphalt, concrete, solar gates, call boxes, and the like.

This Offer supports the following Strategic Objectives:

- ENV 4.5 - Protect and enhance natural resources on City-owned properties and throughout the community.
- HPG 7.8 - Evaluate the City's assets and infrastructure to most effectively prioritize funding that best maintains and protects those investments, while improving the customer experience.

44.7 Natural Areas - Planning & Special Projects - Offer Type: Ongoing - Funded

2023 - \$1,586,081

2024 - \$1,623,708

This offer funds the Planning and Special Projects (PSP) work group of the Natural Areas Department (NAD) with dedicated sales taxes. This team provides critical planning services that build and align a vision of high quality open spaces, reflecting community and City priorities. PSP staff provide project management services, driving responsible restoration, management, and community use across more than 42,000 acres of natural areas. The team also oversees the integration of department goals beyond natural areas, providing leadership to Poudre River health initiatives and Nature in the City habitat and landscape projects.

Priorities for 2023 2024 include continued planning based on geographic zones. This includes implementing the recently completed planning update for Soapstone Prairie and completing planning for the 21 sites located in the Poudre River corridor. A management update will also be completed for the Urban Zone that covers the northern half of the Growth Management Area and includes 10 established natural areas and several other recently acquired properties. This update is likely to focus on establishing plans for opening new sites to the public and extending the impact of natural areas through partnerships. Additionally, PSP will lead the first phases of a Master Plan update, with a goal of having a Council-approved plan in late 2025/early 2026. Initial Master Plan efforts will focus on extensive community engagement and data collection and analysis. Through all these planning efforts, NAD gathers diverse perspectives on the community's value of and priorities for natural area management. By the end of 2024, a draft master plan will be complete.

Other PSP priorities include onboarding new natural areas and opening sites to the public, completing initial design and permitting for a large Poudre River restoration project, and system wide monitoring of river health. PSP also supports Nature in the City priorities described in Offers 48.1 and 48.2.

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This Offer supports the following Strategic Objectives:

- ENV 4.5 - Protect and enhance natural resources on City-owned properties and throughout the community.
- ENV 4.6 - Sustain and improve the health of the Cache la Poudre River and all watersheds within Fort Collins.
- ENV 4.7 - Expand the Natural Areas land portfolio while simultaneously protecting existing lands and improving equitable access to nature.

44.8 Natural Areas - Asset Management - Offer Type: Asset Management-Ongoing - Funded

2023 - \$476,100

2024 - \$488,005

The purpose of this offer is to fund the Natural Areas Department's asset management needs through dedicated City and County sales taxes.

Natural Areas is responsible for a variety of assets including buildings, vault toilets, parking lots, fences, roads, road bridges, trails, a fleet of vehicles, and specialized equipment such as tractors, watering trucks, and seeding equipment. Thus, this offer includes all costs associated with capital replacement of major equipment, and it funds unanticipated major maintenance needs. Proper asset management is essential to implementing the department's mission and to meeting the requirements of the sales tax ballot language, which requires appropriate management of conserved lands.

This offer reflects the asset management plan and financial model that Natural Areas created ten years ago, which continually informs financial decisions. The model predicts Natural Areas' annual and long-range capital restoration and major maintenance costs. Natural Areas maintains a minimum \$2 million asset management fund balance (a fund balance is non budgeted, non appropriated sales tax revenues, similar to a savings account). The Natural Areas Fund balance provides a contingency that can be appropriated for unpredictable major capital replacement or major maintenance needs.

This offer provides for the asset management anticipated costs for 2023 2024 and ensures/replenishes the \$2 million balance. This is so that replacement needs such as vehicles, small and major equipment, roads, fences, restrooms, etc. are covered, while maintaining \$2 million on hand in the fund balance for potential appropriation. The \$2 million would be critical if a costly asset such as a road bridge were to need replacement. With infrastructure such as 113 miles of trail, 29 parking lots, 23 vault/flush toilets, 7 on site caretaker residences, and 17 office/shop/storage buildings, \$2 million is a small percentage of Natural Areas' overall capital assets value.

This Offer supports the following Strategic Objectives:

- ENV 4.5 - Protect and enhance natural resources on City-owned properties and throughout the community.
- HPG 7.8 - Evaluate the City's assets and infrastructure to most effectively prioritize funding that best maintains and protects those investments, while improving the customer experience.

44.10 Natural Areas - 1.0 FTE Environmental Planner - Offer Type: Enhancement - Funded

2023 - \$88,723

2024 - \$92,760

The purpose of this offer is to fund 1.0 FTE in the City's Natural Areas Department (NAD) with designated City and County sales tax revenues. Open space programs, including Fort Collins NAD, are experiencing unprecedented increases in use. Some areas are seeing more than 200% increases in use with further growth expected due to population growth. With a focus on visitor use planning, this position will allow the NAD to protect ecological resources while managing visitation effectively and efficiently. The position will provide project management to enhance services, such as determining appropriate amenities on new natural areas and supporting updates to established sites.

This Environmental Planner will help address the critical need to manage increased visitor use across natural areas and the associated impacts. The position will

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implement NAD's adaptive management approach, working to embody NAD's mission of conservation while providing appropriate recreation. The planner will also implement the Visitor Use Impact and Decision Framework (IDF) to make transparent decisions that account for ecological and cultural resource impacts, along with social and administrative considerations of proposed projects. This position will increase transparent decision making by further integrating data analysis and community engagement into planning and project management. Specifically, as NAD plans to acquire and open many new properties between 2023 2030, the planner will be a key member of project teams, protecting conservation values through careful visitor use planning.

This position will join the department's Planning & Special Projects work group. This team provides critical planning and project management services that build and align the vision of high quality open spaces, as detailed in Offer 44.7.

This Offer supports the following Strategic Objectives:

- ENV 4.5 - Protect and enhance natural resources on City-owned properties and throughout the community.
- CR 2.5 - Ensure safety and access to and within in City parks, natural areas, paved trails, and cultural and recreation facilities for visitors and employees

48.1 Nature in the City - Offer Type: Ongoing - Funded

2023 - \$110,417

2024 - \$114,527

The purpose of this offer is to support Nature in the City (NIC) programming through the development of resources, partnerships and policies that provide community members with easier access to nature. As Fort Collins grows, NIC works to support the community and ensure all residents have access to high quality, natural landscapes, as outlined in the Nature in the City Strategic Plan that was unanimously adopted by City Council in 2015 and the 2022 City Strategic Objective 4.5.

Specifically, this offer continues support for 1.0 FTE position. The planner position supports cross department integration and builds partnerships with community members and organizations to extend the impact of NIC's work. NIC programming will support close-out of Land Use Code updates that further incentivize natural landscaping across Fort Collins. Code updates also seek to align across landscape standards and associated City plans. Additionally, NIC will complete development of a Design Guide for community members interested in installing alternative landscapes. The guide showcases alternative landscape options and provides the basic information needed to get started on a project.

By fostering both internal, City collaborations and public private partnerships, NIC provides tools and services to encourage diverse, native landscapes from the center of Fort Collins to the edges of the Growth Management Area. Partnerships with community based organizations include outreach, support and administration of community driven projects, as detailed in Offer 48.2. Through cross departmental collaboration with Parks, Utilities and others NIC supports the City in meeting multiple goals through common efforts, achieving efficiencies in Citywide services.

This Offer supports the following Strategic Objectives:

- ENV 4.5 - Protect and enhance natural resources on City-owned properties and throughout the community.
- NLSH 1.5 - Enhance the quality of life and sense of belonging in neighborhoods by connecting neighbors to City services, building community, and fostering harmonious relationships.
- ENV 4.7 - Expand the Natural Areas land portfolio while simultaneously protecting existing lands and improving equitable access to nature.

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48.2 Nature in the City - CCIP - Offer Type: Enhancement - Funded

2023 - \$300,000

2024 - \$400,000

The purpose of this offer is to provide one-time funding to Nature in the City (NIC) projects across Fort Collins, through voter-approved Community Capital Improvement Project (CCIP) taxes. NIC projects increase habitat connectivity, foster stewardship, and provide community members with inclusive access to nature by integrating small natural spaces into the areas where the community lives and works.

Specifically, this offer supports two types of projects:

- 1) Community led projects support naturalized landscape efforts on private lands including front yards, school yards, and privately-owned open spaces. These projects build skills and acceptance of diverse native landscapes. They bring nature closer to home and enhance biodiversity throughout the community. Additionally, they spur conversation among neighbors about the importance and beauty of Colorado landscapes.
- 2) City led projects, such as the pollinator walk at Sugar Beet Park, increase habitat connectivity, access and stewardship while engaging the community and supporting City departments to shift their practices toward diverse landscapes and green infrastructure.

As Fort Collins grows, NIC projects provide opportunities for people to interact with and become stewards of their surrounding environment. Each project serves as a demonstration of how community members can increase biodiversity across the urban landscape and builds the community's familiarity with and acceptance of native plantings and naturalized landscapes. Additionally, these projects increase wildlife values by creating stronger connectivity between larger patches of urban habitat, such as natural areas and City parks.

By funding both internal City efforts and public/private partnerships, the community integrates diverse, native landscapes from the center of Fort Collins to the edges of the Growth Management Area. By the end of 2022, NIC anticipates it will have funded over 65 projects across every quadrant of the City.

This Offer supports the following Strategic Objectives:

- ENV 4.5 - Protect and enhance natural resources on City-owned properties and throughout the community.

53.1 Transfort Maintenance Facility Environmental Efficiency Improvements - Offer Type: Asset Management-Enhanced - Unfunded

2023 - \$427,000

2024 - \$0

Funding this offer will remove three underground storage tanks (USTs) and replace 14 overhead garage doors at the Transfort Maintenance Facility. Three USTs were installed in 1984 at the Transfort Maintenance Facility to provide on site fueling services to the City's transit and pool vehicle fleets. The USTs have the fuel capacity of 40,000 gallons. These tanks are nearing their end of useful life and will soon become an environmental liability. Transfort bus and pool fleets primarily operate on compressed natural gas and electric, and do not require use of diesel or unleaded fuel. Poudre School district is installing unleaded and diesel fuel systems at the Trilby depot and will no longer require the use of the Transfort site to refuel school buses. In the event that Transfort has a need to fuel diesel or unleaded, Poudre School District has agreed to the use of their future facility for minimal cost.

There are 14 overhead garage doors that are original to the shop (installed in 1983 when the facility was built); these doors have a useful life of approximately 30 years. Therefore, they are about 9 years past their expected useful life. These doors no longer seal adequately and require frequent repairs due to their age. Part replacement is difficult due to their age, meaning when they break down, they are out of service for longer than would be expected. These doors will be replaced with IECC (International Energy Conservation Code) compliant doors to ensure a reduction in energy use. There are opportunities to vastly increase energy efficiency throughout the shop by replacing the overhead doors. Replacement doors will have larger windows that allow in more natural light, which will decrease reliance on artificial light throughout the shop; better sealing capabilities, which will potentially reduce need for heating and cooling throughout the year; and will open/shut faster to reduce the

ENVIRONMENTAL HEALTH

amount of time outside air is entering the shop.

This Offer supports the following Strategic Objectives:

- ENV 4.1 - Intensify efforts to meet 2030 climate, energy and 100% renewable electricity goals that are centered in equity and improve community resilience.
- HPG 7.8 - Evaluate the City's assets and infrastructure to most effectively prioritize funding that best maintains and protects those investments, while improving the customer experience.

53.2 Transfort System-Wide Landscaping and Irrigation Renovations - *Offer Type: 1-Time Enhancement* - 2023 - \$1,222,000 Unfunded 2024 - \$0

Funding this offer will allow Transfort to execute renovations to landscaping and irrigation throughout the service area, including the Transfort Maintenance and Operations Facility (TMF), South Transit Center (STC), MAX Bus Rapid Transit (BRT), and Downtown Transit Center (DTC). These improvements will improve the ridership experience and increase water efficiency.

TMF was constructed in 1986 and much of the landscaping and irrigation has been in place since that time. Much of the landscaping is irrigated turf, consuming large amounts of water, and is expensive to maintain. Many trees have died in recent years and should be replaced. The irrigation systems have been failing, leading to costly repairs. Transfort developed a Landscaping Master Plan in 2021 calling for extensive overhauls to both the landscaping and parking areas, replacing irrigated turf with native seeded areas, xeriscaping, planting new trees and creating engaging areas for employees to work, rest and regroup. This offer would fund the full design and implementation of this master plan, which would significantly decrease water use, increase use of landscaped areas, and increase employee engagement.

The DTC was overhauled in the late '90s & repurposed as a transit center. Most of the irrigation systems & landscaping has been in place since that time. The irrigation systems have required costly maintenance & repairs in recent years & landscaping is drab and unexciting. A design was completed in 2021 to bring new life & interest to the grounds of this highly visible facility.

While the STC & MAX BRT are newer facilities, the landscaping and irrigation have degraded over time and heavy urban use requires significant overhaul to restore them to their original beauty. Transfort completed a design of these facilities in 2021 in conjunction with Nature in the City (NIC) to ensure all recommended plantings meet the mission of the NIC program & are hearty plants that are native to Colorado.

This Offer supports the following Strategic Objectives:

- TM 6.3 - Invest in equitable access to, and expansion of, all sustainable modes of travel with emphasis on growing transit ridership.
- ENV 4.5 - Protect and enhance natural resources on City-owned properties and throughout the community.
- HPG 7.8 - Evaluate the City's assets and infrastructure to most effectively prioritize funding that best maintains and protects those investments, while improving the customer experience.

75.1 Landfill Groundwater Remediation IGA - *Offer Type: Capital Project* - Funded 2023 - \$650,000 2024 - \$100,000

Fort Collins is a former operator of and continues to own a 50% interest in the land on which the Larimer County Landfill is located, south of the city limits on Taft Hill Road. There has been a long term challenge with groundwater contamination with 2,4 dioxane and other contaminants leaching from the landfill site. In 2021, an Intergovernmental Agreement (IGA) was developed with Larimer County, the City of Loveland, and the City of Fort Collins to allocate responsibility among these parties

ENVIRONMENTAL HEALTH

for remediation of the groundwater contamination. This offer will fund the City's share of design, construction and operation of the remedial measures and systems that are being developed by the County for regulatory approval by the Colorado Department of Public Health & Environment (CDPHE) to address the groundwater contamination. Per the IGA, the City is responsible for 30% of costs above \$3 million for remedial measures required and approved by CDPHE and incurred by Larimer County. Construction of the remedial measures is proposed in 2023 and then continued operation until the groundwater contamination is resolved or reduced to meet regulatory requirements. Proposed remedial measures are still subject to CDPHE approval and may be changed or added to as required. Design of remedial measures is not complete, and design and all costs are still estimates, subject to change as proposed remedial measures are assessed and modified as required by CDPHE, as design and construction is completed, and as operation begins.

This Offer supports the following Strategic Objectives:

- ENV 4.5 - Protect and enhance natural resources on City-owned properties and throughout the community.

79.1 Hoffman Mill Scale House Renovation - Offer Type: Capital Project - Funded

2023 - \$250,000

2024 - \$0

Funding this offer will complete the renovation of our existing scale house building. For many years the scale house at the Streets' Hoffman Mill Crushing/Recycling Facility has used a single 10ft by 10ft room in a "temporary" building near an old truck scale, which has no running water or bathroom facilities other than an outdoor outhouse.

Streets purchased and installed a replacement truck scale where the original scale house is located. This offer will provide the needed renovations to provide a fully functional scale house, including office space and a working restroom for employees. This will bring the building up to today's codes for occupancy; and secure a permanent scale house with office space for the Crushing Crew. This building will have running water, two renovated bathrooms (one with a shower), a kitchen, full utilities, high speed internet and natural gas directly adjacent to the structure.

The total project cost was estimated to be \$200,000 in late 2020 and we are asking for \$250,000 to accommodate the current inflation we are seeing in the construction industry. The old scale house is on its last legs and is becoming structurally unsound. The building has been maintained to serve its function but nearing the end of its lifecycle. The facility could potentially be shut down if this offer is not funded. Weighing materials both in and out of the facility is legally required by the State.

This facility is part of the Streets Department's Work-for-Others program and provides a free disposal and recycling site for other City departments' concrete, asphalt, dirt and plant materials. It also provides concrete, asphalt, dirt and toilet recycling for the public. All these materials are processed and sold to other City departments and the public to keep this facility at a break-even cost to the taxpayers. It keeps over 100,000 tons of construction debris out of the landfill annually.

This Offer supports the following Strategic Objectives:

- ENV 4.3 - Accelerate efforts to achieve 2030 zero waste goals.
- HPG 7.5 - Foster a culture of physical and psychological safety, resilience, wellness and sustainability across the City organization.
- HPG 7.4 - Foster a sense of purpose, belonging and well-being in how we innovatively attract, develop and retain diverse talent to serve our community.

ENVIRONMENTAL HEALTH

81.1 Lincoln Center Converting Stage Lighting to LED - *Offer Type: 1-Time Enhancement - Funded*

2023 - \$454,555

2024 - \$0

This offer will convert The Lincoln Center's stage lighting inventory (approximately 188 lights) to energy-efficient LED fixtures. These fixtures will both increase bulb life and decrease energy consumption. Funding this offer will reduce energy consumption, reduce utility costs, and lower electric greenhouse gas emissions. The efficiencies will also reduce additional labor costs that had historically been set aside for maintenance and ancillary equipment costs.

The Lincoln Center is LEED-certified Gold, a venue that is pledged to sustainable practices. In spite of this, The Lincoln Center lags behind many of its peers when it comes to sustainable practice in stage lighting. A recent study by the International Association of Venue Managers found that 75% of public venues had already converted their stage lighting inventories to LED lighting. LED technology has progressed to the point where it is effective for most theatrical lighting needs and costs have stabilized at a far more affordable price point than five years ago. Funding this offer ensures The Lincoln Center continues to be a leader in the performing arts industry while embracing best practices.

This Offer supports the following Strategic Objectives:

- ENV 4.1 - Intensify efforts to meet 2030 climate, energy and 100% renewable electricity goals that are centered in equity and improve community resilience.
- CR 2.2 - Address infrastructure and amenity replacement and maintenance needs of trails, parks, cultural and recreation facilities while continuing the planned buildout of the parks and paved trail systems.
- SAFE 5.8 - Improve safety and security for City facilities and services through unified strategies and programming using enhanced technology, improved processes and staff training.

83.1 Parks Lawn and Garden Equipment Replacement - *Offer Type: 1-Time Enhancement - Funded*

2023 - \$35,000

2024 - \$35,000

Funding this offer will provide resources to phase out hand-held gasoline powered small engine landscape equipment by 2030. By converting gasoline powered equipment to electric alternatives, community members and staff will benefit from healthier air quality.

The Parks Department will use the available funds to purchase electric alternatives to gasoline powered lawn and garden equipment, including string trimmers, push mowers, blowers, chainsaws, charging equipment and electrical upgrades to maintenance facilities. Gasoline powered equipment being replaced will be disassembled and parts recycled. No gasoline powered hand held equipment will be auctioned to ensure they will not continue to pollute the air.

Currently, 56% of the Parks Departments' (Cemeteries, Forestry, Parks, Golf) equipment is electric. This offer will increase the percentage to 85%. Since 2016, the Parks and Environmental Services departments have collaborated to accelerate replacement of small internal combustion engine equipment inventory with commercial grade, electric alternatives through grants and the Budgeting for Outcomes process.

The objectives of this project are to achieve 100% conversion/replacement of fossil fuel powered equipment within an acceptable, yet aggressive, timeframe aligned with applicable City plans (Municipal Sustainability and Adaptation Plan, Our Climate Future, Air Quality, Parks). We have established priority equipment for replacement and defined applicable types of equipment for replacement. An inventory of all equipment will be conducted annually.

Ultimately the City's experience will be shared with the community, commercial landscapers and third-party contractors to support their transition to non combustion equipment throughout the community. In addition, zero emission zones and/or landscaped areas may be established (e.g., Library Park). This program results in cleaner

ENVIRONMENTAL HEALTH

air and healthier, quieter environments for employees and visitors/community members.

This Offer supports the following Strategic Objectives:

- ENV 4.1 - Intensify efforts to meet 2030 climate, energy and 100% renewable electricity goals that are centered in equity and improve community resilience.
- ENV 4.2 - Improve indoor and outdoor air quality.
- HPG 7.5 - Foster a culture of physical and psychological safety, resilience, wellness and sustainability across the City organization.



Safe Community

Fort Collins provides a safe place to live, work, learn and play.



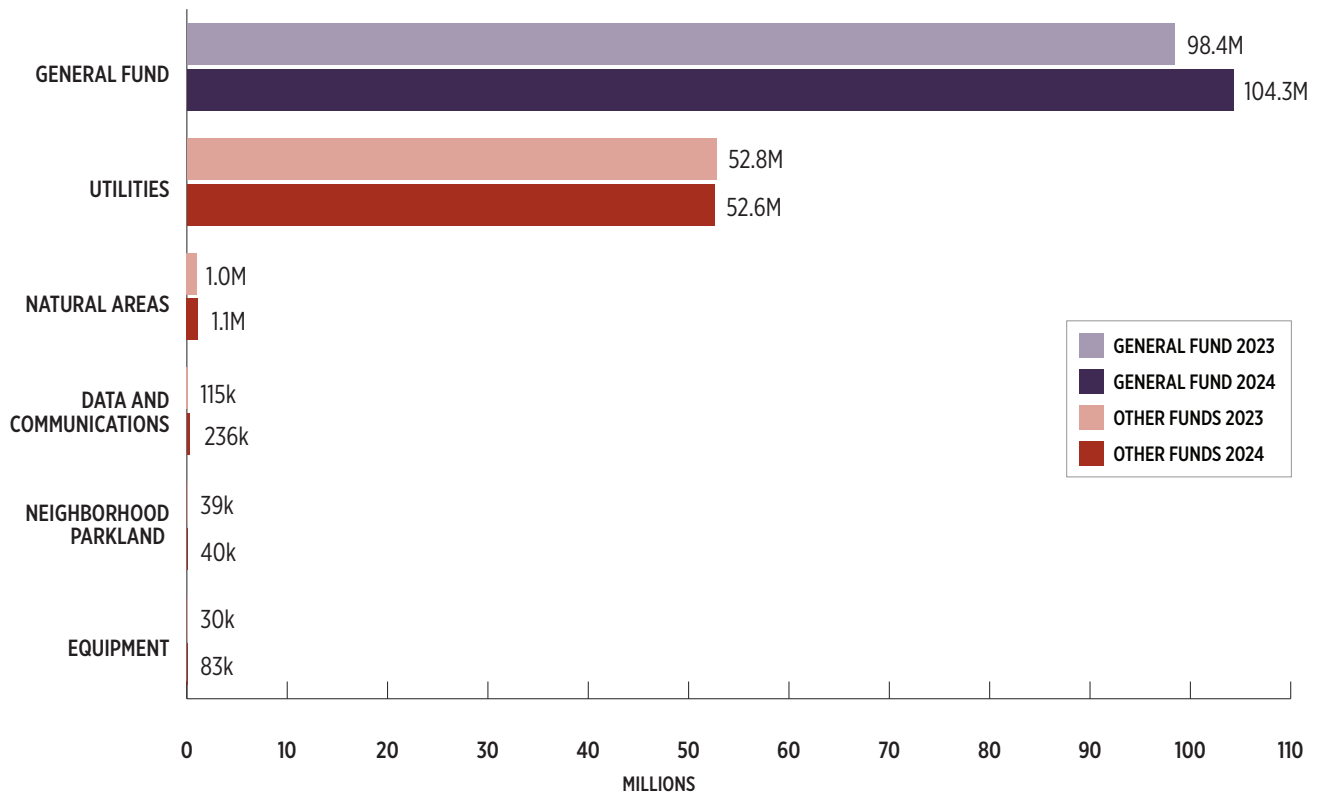


Safe Community

2023 General Fund & Other Funds – \$152.4 M

2024 General Fund & Other Funds – \$158.4 M

- Police
- Fire
- Stormwater
- Municipal Court



OVERVIEW

Public safety services are foundational to a healthy, vibrant community. This budget maintains the current levels of service for police, fire and emergency response. In addition, it funds stormwater capital and operations that work to protect people and structures from flooding and to protect the quality of streams, rivers and other vital water resources. The strategic objectives for the Safe Community Outcome, as outlined in the 2022 Strategic Plan, are as follows:

- 5.1 Improve overall community safety while continuing to increase the level of public trust and willingness to use emergency services.
- 5.2 Meet the expected level of policing services as the community grows and changes through innovative and non-traditional service delivery models.
- 5.3 Partner with Poudre Fire Authority to provide high-quality fire prevention, community risk reduction and emergency response services.
- 5.4 Provide ubiquitous emergency communication and comprehensive emergency preparedness and management.
- 5.5 Provide and maintain reliable utility services and infrastructure that directly preserve and improve public health and community safety.
- 5.6 Protect mission-critical physical and virtual infrastructure, in addition to sensitive data, against new and increasing cybersecurity threats.
- 5.7 Reduce incidents of, and impacts from, disruptive and unwanted behaviors through working closely with the community's human service providers to offer creative approaches that balance compassion and consequences.

5.8 Improve safety and security for City facilities and services through unified strategies and programming using enhanced technology, improved processes and staff training.

5.9 Provide innovative municipal court services that balance accountability and compassion along with ever-changing state regulations.

KEY PURCHASES

- Fire, police, and emergency dispatch services
- Patrol, detectives, and specialized units
- Poudre Fire Authority operations
- Municipal Court
- Emergency management services
- Stormwater operations and capital program
- West Nile virus management
- Special events

Enhancements and Positions Added*

Offer #	Offer Title	Primary Strat. Obj.	2023	2024
4.2	Utilities: Stormwater - Debt Service for the Oak Street Stormwater Project	5.5	3,128,150	3,125,250
4.5	Utilities: Water - Large Valve Maintenance Program	5.5	200,000	200,000
4.6	Utilities: Water - Cathodic Protection Program	5.5	625,000	625,000
4.10	Utilities: Stormwater - Hill Pond Feasibility and Alternatives Study	5.5	60,000	0
4.20	Utilities: Stormwater - Land Acquisition	5.5	125,000	250,000
4.21	Utilities: Water - Halligan Project Additional Capital Funding for Continued Permitting and Design	5.5	16,000,000	8,000,000
4.22	Utilities: Water - 1.0 FTE Halligan Project Permitting Coordinator	5.5	29,845	30,412
4.24	Utilities: Stormwater - Boxelder Creek Watershed Dams	5.5	90,000	90,000
4.28	Utilities: Water - Water Treatment Plant Master Plan	5.5	0	700,000
4.32	Utilities: Water - Joe Wright Reservoir - Water Control Gate Replacement	5.5	0	2,400,000
4.33	Utilities: Water/Wastewater - Cybersecurity Measures - MDT-AutoSave software	5.6	130,000	60,000
4.40	Utilities: Water - Meter Crawlspace Conversion	5.5	250,000	500,000
4.41	Utilities: 1.0 FTE - Water GIS Analyst I	5.5	81,782	102,597
4.45	Utilities: Stormwater 3.0 FTE - Stormwater Utility Maintenance Operator	5.5	202,218	214,365
4.52	Poudre River Flow Consolidation Upstream of College Avenue - Conceptual Design	5.5	0	250,000
4.53	Utilities: Stormwater - Fossil Creek and Stanton Creek Stream Rehabilitation	5.5	1,000,000	4,000,000
13.13	5.0 FTE - Community Services Officers (CSO; 3.0 FTE added Year 1, 2.0 FTE added Year 2)	5.2	401,231	714,986
13.15	2.0 FTE - Dispatchers (1.0 FTE added per year)	5.1	61,459	170,530

13.17	Second Phase Wireless Connectivity Improvement for Fort Collins Police Patrol	5.2	125,000	125,000
13.22	Red Light/Camera Radar Program Expansion (1.0 FTE Senior Tech and Hourly Support)	5.1	502,203	529,015
13.31	1.0 FTE - Crimes Against Persons (CAP) Criminalist	5.1	94,545	102,403
13.42	4.0 FTE - Police Officers (2.0 FTE added per year)	5.2	289,005	535,467
19.3	Risk Management - Information Security Posture	5.6	280,000	289,000
19.4	ARPA - Risk Management	5.6	300,000	0
30.2	Emergency Preparedness and Security - Security Programming and Technology	5.8	100,000	100,000
30.4	0.73 Hourly FTE - Special Events Hourly Support	5.7	45,236	46,432
30.7	Security Technology - Community Services	5.8	175,000	175,000
66.2	Encampment Cleaning and Prevention	5.1	110,160	110,160
66.4	1.0 FTE - Park Ranger	5.8	97,949	110,751
68.5	Part-time Hourly Assistant Municipal Judge	5.9	48,149	41,949
68.8	Municipal Court Services - Technology	5.9	225,000	100,000

TOTAL: \$24,776,932 \$23,698,317

** Some Offers listed as 'Enhancements' may have been funded in prior budget cycles but, were not included in Ongoing Offers.*

Drilling Platform - Ranked Offers by Outcome

Budget Years: 2023 - 2024

SAFE COMMUNITY - 2023

Rank	Offer # & Name	Offer Cost Total	Offer Funding			
			GENERAL FUND Dedicated	Ongoing	OTHER FUNDS	RESERVES
Not Ranked	4.1 - Utilities: Stormwater Engineering Offer Type: Ongoing	1,813,704	0	0	1,813,704 <i>Stormwater</i>	0
Not Ranked	4.3 - Utilities: Water Engineering Offer Type: Ongoing	711,442	0	0	711,442 <i>Water</i>	0
Not Ranked	4.4 - Utilities: Water - Galvanized Service Replacement Offer Type: Asset Management-Ongoing	1,000,000	0	0	0 <i>Water</i>	1,000,000
Not Ranked	4.7 - Utilities: Water - Distribution System Replacement Offer Type: Asset Management-Ongoing	1,000,000	0	0	0 <i>Water</i>	1,000,000
Not Ranked	4.11 - Utilities: Stormwater - Master Plan Updates Offer Type: Ongoing	200,000	0	0	200,000 <i>Stormwater</i>	0
Not Ranked	4.12 - Utilities: Water Treatment Operations Offer Type: Ongoing	6,235,946	0	0	6,235,946 <i>Water</i>	0
Not Ranked	4.13 - Utilities: Water - Water Minor Capital Program Offer Type: Asset Management-Ongoing	1,405,800	0	0	1,405,800 <i>Water</i>	0
Not Ranked	4.17 - Utilities: Water - Water Resources Offer Type: Ongoing	3,216,267	0	50,379	3,165,888 <i>Neighborhood Parkland Natural Areas Water</i>	0
Not Ranked	4.23 - Utilities: Stormwater - Developer Repayments Offer Type: Ongoing	0	0	0	0 <i>Stormwater</i>	0
Not Ranked	4.25 - Utilities: Stormwater - Operations and Maintenance Offer Type: Ongoing	2,384,521	0	0	2,384,521 <i>Stormwater</i>	0
Not Ranked	4.26 - Utilities: Stormwater - Minor Capital Offer Type: Asset Management-Ongoing	740,000	0	0	740,000 <i>Stormwater</i>	0

Drilling Platform - Ranked Offers by Outcome

Budget Years: 2023 - 2024

SAFE COMMUNITY - 2023

Rank	Offer # & Name	Offer Cost	Offer Funding			
		Total	GENERAL FUND Dedicated	Ongoing	OTHER FUNDS	RESERVES
Not Ranked	4.31 - Utilities: Water - Water Treatment and Source of Supply Asset Replacement Program Offer Type: Asset Management-Ongoing	1,030,000	0	0	1,030,000	0
					Water	
Not Ranked	4.36 - Utilities: Water - Transmission and Distribution Offer Type: Ongoing	3,574,884	0	0	3,574,884	0
					Water	
Not Ranked	4.37 - Utilities: Water - Meters Operation and Maintenance Offer Type: Ongoing	802,026	0	0	802,026	0
					Water	
Not Ranked	4.38 - Utilities: Water - Distribution Small Capital Projects Offer Type: Asset Management-Ongoing	2,000,000	0	0	2,000,000	0
					Water	
Not Ranked	4.39 - Utilities: Water Meter Capital Offer Type: Asset Management-Ongoing	850,000	0	0	850,000	0
					Water	
Not Ranked	4.42 - Utilities: Stormwater - Collection System Small Projects Offer Type: Asset Management-Ongoing	2,000,000	0	0	2,000,000	0
					Stormwater	
Not Ranked	4.43 - Utilities: Stormwater - Cured in Place Pipe Lining Offer Type: Asset Management-Ongoing	500,000	0	0	500,000	0
					Stormwater	
Not Ranked	4.49 - Utilities: Water Quality Services - Water Quality Lab (WQL) Offer Type: Ongoing	1,212,374	0	0	1,212,374	0
					Water	
Not Ranked	4.51 - Utilities: Water Quality Services - Source Watershed Protection Offer Type: Asset Management-Ongoing	140,000	0	0	140,000	0
					Water	
Not Ranked	13.1 - Police Office of the Chief and Administration Offer Type: Ongoing	7,122,065	0	7,122,065	0	0

Drilling Platform - Ranked Offers by Outcome

Budget Years: 2023 - 2024

SAFE COMMUNITY - 2023

Rank	Offer # & Name	Offer Cost Total	Offer Funding			
			GENERAL FUND Dedicated	Ongoing	OTHER FUNDS	RESERVES
Not Ranked	13.2 - Police Patrol Services Offer Type: Ongoing	16,259,126	0	16,259,126	0	0
Not Ranked	13.3 - Police Special Operations Division Offer Type: Ongoing	9,494,951	1,214,453	8,280,498 <i>Camera Radar PSD Revenue for SRO Traffic Calming Surcharge</i>	0	0
Not Ranked	13.4 - Police Criminal Investigations Division Offer Type: Ongoing	9,332,402	0	9,332,402	0	0
Not Ranked	13.5 - Police Information Services Offer Type: Ongoing	7,850,153	740,285	7,109,868 <i>Ambulance Contract</i>	0	0
Not Ranked	13.6 - Police Vehicle Program Offer Type: Ongoing	2,361,443	0	2,361,443	0	0
Not Ranked	13.7 - Police Radio Infrastructure - Northern Colorado Regional Communications Network (NCRCN) Offer Type: Ongoing	79,741	0	0	0	79,741 <i>General Fund</i>
Not Ranked	13.8 - Police Photo Red Light & Photo Radar Program Offer Type: Ongoing	990,283	990,283	0 <i>Camera Radar</i>	0	0
Not Ranked	13.9 - Police Colorado Regional Information Sharing Project [CRISP] Offer Type: Ongoing	925,340	673,384	251,956 <i>CAD System</i>	0	0
Not Ranked	13.10 - Police Regional Training Facility - Operation and Maintenance Offer Type: Ongoing	429,469	0	429,469	0	0
Not Ranked	13.39 - Mental Health Response Team Offer Type: Ongoing	745,896	745,896	0 <i>Prior KFCG 0.25% for Other Comm & Trans - Ongoing Revenue</i>	0	0

Drilling Platform - Ranked Offers by Outcome

Budget Years: 2023 - 2024

SAFE COMMUNITY - 2023

Rank	Offer # & Name	Offer Cost	Offer Funding			
		Total	GENERAL FUND Dedicated	Ongoing	OTHER FUNDS	RESERVES
Not Ranked	19.1 - Risk Management - Cybersecurity Offer Type: Ongoing	460,639	0	370,397	90,242	0
					<i>Data & Communications</i>	<i>Data & Communications</i>
Not Ranked	30.1 - Office of Emergency Preparedness and Security Offer Type: Ongoing	676,703	0	542,151	134,552	0
					<i>Light & Power Water Wastewater Stormwater</i>	
Not Ranked	30.3 - Special Events Offer Type: Ongoing	153,760	76,050	77,710	0	0
				<i>Prior KFCG 0.25% for Other Comm & Trans - Ongoing Revenue</i>		
Not Ranked	41.1 - Poudre Fire Operation, Maintenance & Capital (General Fund) Offer Type: Ongoing	36,078,138	0	36,078,138	0	0
Not Ranked	49.1 - West Nile Virus Program Management Offer Type: Ongoing	372,459	38,970	150,000	0	183,489
				<i>Prior KFCG 0.25% for Other Comm & Trans - Ongoing Revenue</i>		<i>General Fund</i>
Not Ranked	66.1 - Parks Ranger Program Offer Type: Ongoing	283,490	0	283,490	0	0
Not Ranked	66.3 - Natural Areas Rangers and Visitor Services Offer Type: Ongoing	1,014,447	0	0	1,014,447	0
					<i>Natural Areas</i>	
Not Ranked	68.1 - Municipal Court Services - General and Camera Radar/Red Light Caseload Offer Type: Ongoing	1,414,434	84,019	1,330,415	0	0
				<i>Camera Radar</i>		
Not Ranked	68.3 - Municipal Court Services - Specialized Services Offer Type: Ongoing	291,226	0	291,226	0	0
Not Ranked	74.1 - Municipal Prosecution Offer Type: Ongoing	481,046	0	481,046	0	0

Drilling Platform - Ranked Offers by Outcome

Budget Years: 2023 - 2024

SAFE COMMUNITY - 2023

Rank	Offer # & Name	Offer Cost	Offer Funding			
		Total	GENERAL FUND Dedicated	Ongoing	OTHER FUNDS	RESERVES
42	13.15 - 2.0 FTE - Dispatchers (1.0 FTE added per year) Offer Type: Enhancement	61,459	0	61,459	0	0
43	66.2 - Encampment Cleaning and Prevention Offer Type: Continuing Enhancement	110,160	0	70,160	40,000 <i>Stormwater</i>	0
44	4.5 - Utilities: Water - Large Valve Maintenance Program Offer Type: Continuing Enhancement	200,000	0	0	200,000 <i>Water</i>	0
45	4.32 - Utilities: Water - Joe Wright Reservoir - Water Control Gate Replacement Offer Type: Capital Project	0	0	0	0	0 <i>Water</i>
46	4.21 - Utilities: Water - Halligan Project Additional Capital Funding for Continued Permitting and Design Offer Type: Capital Project	16,000,000	0	0	0	16,000,000 <i>Water</i>
48	4.6 - Utilities: Water - Cathodic Protection Program Offer Type: Asset Management-Enhanced	625,000	0	0	625,000 <i>Water</i>	0
49	4.2 - Utilities: Stormwater - Debt Service for the Oak Street Stormwater Project Offer Type: Enhancement	3,128,150	0	0	3,128,150 <i>Stormwater</i>	0
51	4.24 - Utilities: Stormwater - Boxelder Creek Watershed Dams Offer Type: Enhancement	90,000	0	0	90,000 <i>Stormwater</i>	0
52	68.8 - Municipal Court Services - Technology Offer Type: Enhancement	225,000	0	0	0	225,000 <i>Camera Radar</i> <i>General Fund</i>
54	30.2 - Emergency Preparedness and Security - Security Programming and Technology Offer Type: Continuing Enhancement	100,000	100,000	0	0	0 <i>Prior KFCG 0.25% for Other Comm & Trans - Ongoing Revenue</i>

Drilling Platform - Ranked Offers by Outcome

Budget Years: 2023 - 2024

SAFE COMMUNITY - 2023

Rank	Offer # & Name	Offer Cost	Offer Funding			
		Total	GENERAL FUND Dedicated	Ongoing	OTHER FUNDS	RESERVES
55	4.40 - Utilities: Water - Meter Crawlspace Conversion Offer Type: Enhancement	250,000	0	0	250,000 <i>Water</i>	0
56	4.33 - Utilities: Water/Wastewater - Cybersecurity Measures - MDT-AutoSave software Offer Type: Enhancement	130,000	0	0	130,000 <i>Water Wastewater</i>	0
58	13.13 - 5.0 FTE - Community Services Officers (CSO; 3.0 FTE added Year 1, 2.0 FTE added Year 2) Offer Type: Enhancement	401,231	0	383,406	17,825 <i>Equipment</i>	0
59	13.42 - 4.0 FTE - Police Officers (2.0 FTE added per year) Offer Type: Enhancement	289,005	0	277,122	11,883 <i>Equipment</i>	0
61	13.31 - 1.0 FTE - Crimes Against Persons (CAP) Criminalist Offer Type: Enhancement	94,545	0	94,545	0	0
62	13.22 - Red Light/Camera Radar Program Expansion (1.0 FTE Senior Tech and Hourly Support) Offer Type: Enhancement	502,203	176,629	0	0 <i>Camera Radar</i>	325,574 <i>General Fund</i>
64	66.4 - 1.0 FTE – Park Ranger Offer Type: Enhancement	97,949	0	97,949	0	0
65	19.3 - Risk Management - Information Security Posture Offer Type: Continuing Enhancement	280,000	0	255,091	24,909 <i>Data & Communications</i>	0
68	4.20 - Utilities: Stormwater - Land Acquisition Offer Type: Enhancement	125,000	0	0	125,000 <i>Stormwater</i>	0
69	13.17 - Second Phase Wireless Connectivity Improvement for Fort Collins Police Patrol Offer Type: Enhancement	125,000	0	125,000	0	0

Drilling Platform - Ranked Offers by Outcome

Budget Years: 2023 - 2024

SAFE COMMUNITY - 2023

Rank	Offer # & Name	Offer Cost	Offer Funding			
		Total	GENERAL FUND Dedicated	Ongoing	OTHER FUNDS	RESERVES
71	68.5 - Part-time Hourly Assistant Municipal Judge Offer Type: Enhancement	48,149	24,212	23,937 <i>Camera Radar</i>	0	0
72	4.10 - Utilities: Stormwater - Hill Pond Feasibility and Alternatives Study Offer Type: Enhancement	60,000	0	0	60,000 <i>Stormwater</i>	0
73	19.4 - ARPA - Risk Management Offer Type: 1-Time Enhancement	300,000	0	0	0	300,000 <i>General Fund</i>
77	4.53 - Utilities: Stormwater - Fossil Creek and Stanton Creek Stream Rehabilitation Offer Type: Asset Management-Enhanced	1,000,000	0	0	0	1,000,000 <i>Stormwater</i>
78	4.45 - Utilities: Stormwater 3.0 FTE - Stormwater Utility Maintenance Operator Offer Type: Enhancement	202,218	0	0	202,218 <i>Stormwater</i>	0
80	4.28 - Utilities: Water - Water Treatment Plant Master Plan Offer Type: 1-Time Enhancement	0	0	0	0 <i>Water</i>	0
84	30.4 - 0.73 Hourly FTE - Special Events Hourly Support Offer Type: Continuing Enhancement	45,236	45,236	0	0	0
			<i>Prior KFCG 0.25% for Other Comm & Trans - Ongoing Revenue</i>			
86	4.22 - Utilities: Water - 1.0 FTE Halligan Project Permitting Coordinator Offer Type: Continuing Enhancement	29,845	0	0	29,845 <i>Water</i>	0
88	4.52 - Poudre River Flow Consolidation Upstream of College Avenue - Conceptual Design Offer Type: Capital Project	0	0	0	0	0
					<i>Stormwater</i>	
96	30.7 - Security Technology - Community Services Offer Type: Asset Management-Enhanced	175,000	175,000	0	0	0
			<i>Prior KFCG 0.25% for Other Comm & Trans - Ongoing Revenue</i>			

Drilling Platform - Ranked Offers by Outcome

Budget Years: 2023 - 2024

SAFE COMMUNITY - 2023

Rank	Offer # & Name	Offer Cost	Offer Funding			
		Total	GENERAL FUND Dedicated	Ongoing	OTHER FUNDS	RESERVES
100	4.41 - Utilities: 1.0 FTE - Water GIS Analyst I Offer Type: Enhancement	81,782	0	0	81,782 <i>Water</i>	0
Funded Offers		152,411,107	5,084,417	92,190,448	35,022,438	20,113,804
50	4.18 - Utilities: Water - Water Supply Acquisition Fund Offer Type: Continuing Enhancement	750,000	0	0	750,000 <i>Water</i>	0
53 Funds	4.19 - Utilities: Water - Added Water Supply Acquisition Offer Type: Enhancement	400,000	0	0	400,000 <i>Water</i>	0
57	4.46 - Utilities: Water - Distribution System Replacement Offer Type: Asset Management-Enhanced	2,270,000	0	0	2,270,000 <i>Water</i>	0
60	13.30 - 1.0 FTE - Financial Crimes Unit Criminalist Offer Type: Enhancement	94,545	0	94,545	0	0
63	49.2 - Restore West Nile Virus Offer Type: Enhancement	16,000	16,000	0	0	0
66 year)	13.12 - 14.0 FTE - Police Officers (7.0 FTE added per Offer Type: Enhancement	969,929	0	969,929	0	0
67	13.37 - Portable Radios Offer Type: Enhancement	1,422,048	0	0	0	1,422,048 <i>General Fund</i>
70	13.28 - 1.0 FTE - Administrative Assistant Offer Type: Enhancement	0	0	0	0	0
74	13.26 - 1.0 FTE - CALEA Manager Offer Type: Enhancement	80,906	0	80,906	0	0

Drilling Platform - Ranked Offers by Outcome

Budget Years: 2023 - 2024

SAFE COMMUNITY - 2023

Rank	Offer # & Name	Offer Cost Total	Offer Funding			
			GENERAL FUND Dedicated	Ongoing	OTHER FUNDS	RESERVES
75	4.47 - Utilities: 1.0 FTE Project Manager (Civil Engineer II) Offer Type: Enhancement	35,339	0	0	35,339 Water Wastewater Stormwater	0
76	13.16 - 1.0 FTE - Police Records Technician II Offer Type: Enhancement	57,681	0	57,681	0	0
79	4.27 - Utilities: Water - 1.0 FTE Water Treatment Plant/Process Engineer Offer Type: Enhancement	103,610	0	0	103,610 Water	0
81	4.44 - Utilities: Stormwater 1.0 FTE - Civil Engineer II Offer Type: Enhancement	92,333	0	0	92,333 Stormwater	0
82	4.48 - Utilities: 1.0 FTE Construction Inspector Offer Type: Enhancement	66,556	0	0	66,556 Water Wastewater Stormwater	0
83	13.27 - 1.0 FTE - Senior Technician Offer Type: Enhancement	69,251	0	69,251	0	0
85	30.6 - 1.0 FTE Senior Specialist, Security Offer Type: Enhancement	77,968	0	77,968	0	0
87	13.25 - 1.0 FTE - Sr. Police Technician Offer Type: Enhancement	95,519	0	95,519	0	0
89	42.1 - Special Commissioned Officer Safety & Security Equipment Offer Type: 1-Time Enhancement	200,000	0	0	0	200,000 General Fund Parking

Drilling Platform - Ranked Offers by Outcome

Budget Years: 2023 - 2024

SAFE COMMUNITY - 2023

Rank	Offer # & Name	Offer Cost Total	Offer Funding			
			GENERAL FUND Dedicated	Ongoing	OTHER FUNDS	RESERVES
90	4.54 - Utilities: Water Quality Services - 1.0 FTE Watershed Specialist Offer Type: Enhancement	82,410	0	0	82,410	0
					<i>Water</i>	
91	13.18 - Police Security Cameras and Access Controls Offer Type: Enhancement	350,000	0	0	0	350,000
						<i>General Fund</i>
92	80.1 - Completion of Unfinished Scope of Work to Exterior Lighting at The Lincoln Center Offer Type: 1-Time Enhancement	337,500	0	0	0	337,500
						<i>General Fund</i>
93	4.55 - 1.0 FTE - Water Engineer II Offer Type: Enhancement	92,333	0	0	92,333	0
					<i>Water</i>	
94	63.1 - 1.0 FTE - Lead Safety Specialist Offer Type: Enhancement	77,906	0	77,906	0	0
95	74.2 - 1.0 FTE - Assistant City Attorney Police Advisor Offer Type: Enhancement	134,451	0	134,451	0	0
97	13.24 - 1.0 FTE - IT Analyst I Offer Type: Enhancement	76,604	0	76,604	0	0
98	68.2 - Municipal Court Services - Drug Court Program (1.0 FTE Probation Officer) Offer Type: Enhancement	121,372	0	121,372	0	0
99	68.9 - Municipal Court - 2.0 FTE Court Clerks (1 FTE added per year) Offer Type: Enhancement	63,128	0	63,128	0	0
101	4.30 - Utilities: Water - Water Treatment Roof Replacement Offer Type: Capital Project	1,500,000	0	0	1,500,000	0
					<i>Water</i>	

Drilling Platform - Ranked Offers by Outcome

Budget Years: 2023 - 2024

SAFE COMMUNITY - 2023

Rank	Offer # & Name	Offer Cost	Offer Funding			
		Total	GENERAL FUND Dedicated	Ongoing	OTHER FUNDS	RESERVES
102	13.19 - Greykey Premier Offer Type: Enhancement	55,990	0	55,990	0	0
104	13.32 - 1.0 FTE - Victim Witness Specialist Offer Type: Enhancement	62,059	0	62,059	0	0
105	30.5 - ARPA Special Events Recovery Grant Offer Type: 1-Time Enhancement	125,000	0	0	0	125,000 <i>General Fund</i>
106	13.21 - Second Phase e-Citation Offer Type: Enhancement	213,440	0	0	0	213,440 <i>General Fund</i>
107	68.7 - Municipal Court Services - Court Remodel Option 1 Offer Type: Capital Project	13,000,000	0	0	0	13,000,000 <i>General Fund</i>
108	13.23 - District One Office Buildout Offer Type: Enhancement	1,252,594	0	0	0	1,252,594 <i>General Fund</i>
109 2	68.10 - Municipal Court Services - Court Remodel Option Offer Type: Capital Project	21,000,000	0	0	0	21,000,000 <i>General Fund</i>
110	13.29 - 1.0 FTE - Crime Analyst Offer Type: Enhancement	0	0	0	0	0
Unfunded Offers		45,346,472	16,000	2,037,309	5,392,581	37,900,582
Total Offers		197,757,579	5,100,417	94,227,757	40,415,019	58,014,386

Drilling Platform - Ranked Offers by Outcome

Budget Years: 2023 - 2024

SAFE COMMUNITY - 2024

Rank	Offer # & Name	Offer Cost Total	Offer Funding			
			GENERAL FUND Dedicated	Ongoing	OTHER FUNDS	RESERVES
Not Ranked	4.1 - Utilities: Stormwater Engineering Offer Type: Ongoing	1,894,321	0	0	1,894,321 <i>Stormwater</i>	0
Not Ranked	4.3 - Utilities: Water Engineering Offer Type: Ongoing	741,411	0	0	741,411 <i>Water</i>	0
Not Ranked	4.4 - Utilities: Water - Galvanized Service Replacement Offer Type: Asset Management-Ongoing	1,200,000	0	0	0 <i>Water</i>	1,200,000
Not Ranked	4.7 - Utilities: Water - Distribution System Replacement Offer Type: Asset Management-Ongoing	1,000,000	0	0	0 <i>Water</i>	1,000,000
Not Ranked	4.11 - Utilities: Stormwater - Master Plan Updates Offer Type: Ongoing	200,000	0	0	200,000 <i>Stormwater</i>	0
Not Ranked	4.12 - Utilities: Water Treatment Operations Offer Type: Ongoing	6,399,656	0	0	6,399,656 <i>Water</i>	0
Not Ranked	4.13 - Utilities: Water - Water Minor Capital Program Offer Type: Asset Management-Ongoing	1,405,800	0	0	1,405,800 <i>Water</i>	0
Not Ranked	4.17 - Utilities: Water - Water Resources Offer Type: Ongoing	3,366,315	0	61,236	3,305,079 <i>Neighborhood Parkland Natural Areas Water</i>	0
Not Ranked	4.23 - Utilities: Stormwater - Developer Repayments Offer Type: Ongoing	200,000	0	0	200,000 <i>Stormwater</i>	0
Not Ranked	4.25 - Utilities: Stormwater - Operations and Maintenance Offer Type: Ongoing	2,479,423	0	0	2,479,423 <i>Stormwater</i>	0
Not Ranked	4.26 - Utilities: Stormwater - Minor Capital Offer Type: Asset Management-Ongoing	785,000	0	0	785,000 <i>Stormwater</i>	0

Drilling Platform - Ranked Offers by Outcome

Budget Years: 2023 - 2024

SAFE COMMUNITY - 2024

Rank	Offer # & Name	Offer Cost Total	Offer Funding			
			GENERAL FUND Dedicated	Ongoing	OTHER FUNDS	RESERVES
Not Ranked	4.31 - Utilities: Water - Water Treatment and Source of Supply Asset Replacement Program Offer Type: Asset Management-Ongoing	1,030,000	0	0	1,030,000	0
					Water	
Not Ranked	4.36 - Utilities: Water - Transmission and Distribution Offer Type: Ongoing	3,741,291	0	0	3,741,291	0
					Water	
Not Ranked	4.37 - Utilities: Water - Meters Operation and Maintenance Offer Type: Ongoing	847,718	0	0	847,718	0
					Water	
Not Ranked	4.38 - Utilities: Water - Distribution Small Capital Projects Offer Type: Asset Management-Ongoing	2,000,000	0	0	2,000,000	0
					Water	
Not Ranked	4.39 - Utilities: Water Meter Capital Offer Type: Asset Management-Ongoing	850,000	0	0	850,000	0
					Water	
Not Ranked	4.42 - Utilities: Stormwater - Collection System Small Projects Offer Type: Asset Management-Ongoing	2,000,000	0	0	2,000,000	0
					Stormwater	
Not Ranked	4.43 - Utilities: Stormwater - Cured in Place Pipe Lining Offer Type: Asset Management-Ongoing	500,000	0	0	500,000	0
					Stormwater	
Not Ranked	4.49 - Utilities: Water Quality Services - Water Quality Lab (WQL) Offer Type: Ongoing	1,255,710	0	0	1,255,710	0
					Water	
Not Ranked	4.51 - Utilities: Water Quality Services - Source Watershed Protection Offer Type: Asset Management-Ongoing	140,000	0	0	140,000	0
					Water	
Not Ranked	13.1 - Police Office of the Chief and Administration Offer Type: Ongoing	7,447,790	0	7,447,790	0	0

Drilling Platform - Ranked Offers by Outcome

Budget Years: 2023 - 2024

SAFE COMMUNITY - 2024

Rank	Offer # & Name	Offer Cost Total	Offer Funding			
			GENERAL FUND Dedicated	Ongoing	OTHER FUNDS	RESERVES
Not Ranked	13.2 - Police Patrol Services Offer Type: Ongoing	17,233,086	0	17,233,086	0	0
Not Ranked	13.3 - Police Special Operations Division Offer Type: Ongoing	10,046,836	1,246,408	8,800,428	0	0
			Camera Radar PSD Revenue for SRO Traffic Calming Surcharge			
Not Ranked	13.4 - Police Criminal Investigations Division Offer Type: Ongoing	9,817,490	0	9,817,490	0	0
Not Ranked	13.5 - Police Information Services Offer Type: Ongoing	8,266,204	763,060	7,503,144	0	0
			Ambulance Contract			
Not Ranked	13.6 - Police Vehicle Program Offer Type: Ongoing	2,162,362	0	2,162,362	0	0
Not Ranked	13.7 - Police Radio Infrastructure - Northern Colorado Regional Communications Network (NCRCN) Offer Type: Ongoing	58,224	0	0	0	58,224
			General Fund			
Not Ranked	13.8 - Police Photo Red Light & Photo Radar Program Offer Type: Ongoing	1,014,235	1,014,235	0	0	0
			Camera Radar			
Not Ranked	13.9 - Police Colorado Regional Information Sharing Project [CRISP] Offer Type: Ongoing	989,893	719,825	270,068	0	0
			CAD System			
Not Ranked	13.10 - Police Regional Training Facility - Operation and Maintenance Offer Type: Ongoing	436,368	0	436,368	0	0
Not Ranked	13.39 - Mental Health Response Team Offer Type: Ongoing	787,991	787,991	0	0	0
			Prior KFCG 0.25% for Other Comm & Trans - Ongoing Revenue			

Drilling Platform - Ranked Offers by Outcome

Budget Years: 2023 - 2024

SAFE COMMUNITY - 2024

Rank	Offer # & Name	Offer Cost	Offer Funding			
		Total	GENERAL FUND Dedicated	Ongoing	OTHER FUNDS	RESERVES
Not Ranked	19.1 - Risk Management - Cybersecurity Offer Type: Ongoing	518,609	0	386,441	92,168 <i>Data & Communications</i>	40,000 <i>Data & Communications</i>
Not Ranked	30.1 - Office of Emergency Preparedness and Security Offer Type: Ongoing	705,291	0	566,296	138,995 <i>Light & Power Water Wastewater Stormwater</i>	0
Not Ranked	30.3 - Special Events Offer Type: Ongoing	159,928	77,502 <i>Prior KFCG 0.25% for Other Comm & Trans - Ongoing Revenue</i>	82,426	0	0
Not Ranked	41.1 - Poudre Fire Operation, Maintenance & Capital (General Fund) Offer Type: Ongoing	38,967,508	0	38,967,508	0	0
Not Ranked	49.1 - West Nile Virus Program Management Offer Type: Ongoing	381,771	28,216 <i>Prior KFCG 0.25% for Other Comm & Trans - Ongoing Revenue</i>	123,916	0	229,639 <i>General Fund</i>
Not Ranked	66.1 - Parks Ranger Program Offer Type: Ongoing	296,743	0	296,743	0	0
Not Ranked	66.3 - Natural Areas Rangers and Visitor Services Offer Type: Ongoing	1,052,544	0	0	1,052,544 <i>Natural Areas</i>	0
Not Ranked	68.1 - Municipal Court Services - General and Camera Radar/Red Light Caseload Offer Type: Ongoing	1,481,884	85,051	1,396,833 <i>Camera Radar</i>	0	0
Not Ranked	68.3 - Municipal Court Services - Specialized Services Offer Type: Ongoing	304,668	0	304,668	0	0
Not Ranked	74.1 - Municipal Prosecution Offer Type: Ongoing	501,822	0	501,822	0	0

Drilling Platform - Ranked Offers by Outcome

Budget Years: 2023 - 2024

SAFE COMMUNITY - 2024

Rank	Offer # & Name	Offer Cost Total	Offer Funding			
			GENERAL FUND Dedicated	Ongoing	OTHER FUNDS	RESERVES
42	13.15 - 2.0 FTE - Dispatchers (1.0 FTE added per year) Offer Type: Enhancement	170,530	0	170,530	0	0
43	66.2 - Encampment Cleaning and Prevention Offer Type: Continuing Enhancement	110,160	0	70,160	40,000 <i>Stormwater</i>	0
44	4.5 - Utilities: Water - Large Valve Maintenance Program Offer Type: Continuing Enhancement	200,000	0	0	200,000 <i>Water</i>	0
45	4.32 - Utilities: Water - Joe Wright Reservoir - Water Control Gate Replacement Offer Type: Capital Project	2,400,000	0	0	0	2,400,000 <i>Water</i>
46	4.21 - Utilities: Water - Halligan Project Additional Capital Funding for Continued Permitting and Design Offer Type: Capital Project	8,000,000	0	0	0	8,000,000 <i>Water</i>
48	4.6 - Utilities: Water - Cathodic Protection Program Offer Type: Asset Management-Enhanced	625,000	0	0	625,000 <i>Water</i>	0
49	4.2 - Utilities: Stormwater - Debt Service for the Oak Street Stormwater Project Offer Type: Enhancement	3,125,250	0	0	3,125,250 <i>Stormwater</i>	0
51	4.24 - Utilities: Stormwater - Boxelder Creek Watershed Dams Offer Type: Enhancement	90,000	0	0	90,000 <i>Stormwater</i>	0
52	68.8 - Municipal Court Services - Technology Offer Type: Enhancement	100,000	100,000 <i>Camera Radar</i>	0	0	0 <i>General Fund</i>
54	30.2 - Emergency Preparedness and Security - Security Programming and Technology Offer Type: Continuing Enhancement	100,000	100,000	0	0	0
Prior KFCG 0.25% for Other Comm & Trans - Ongoing Revenue						

Drilling Platform - Ranked Offers by Outcome

Budget Years: 2023 - 2024

SAFE COMMUNITY - 2024

Rank	Offer # & Name	Offer Cost Total	Offer Funding			
			GENERAL FUND Dedicated	Ongoing	OTHER FUNDS	RESERVES
55	4.40 - Utilities: Water - Meter Crawlspace Conversion Offer Type: Enhancement	500,000	0	0	500,000 <i>Water</i>	0
56	4.33 - Utilities: Water/Wastewater - Cybersecurity Measures - MDT-AutoSave software Offer Type: Enhancement	60,000	0	0	60,000 <i>Water Wastewater</i>	0
58	13.13 - 5.0 FTE - Community Services Officers (CSO; 3.0 FTE added Year 1, 2.0 FTE added Year 2) Offer Type: Enhancement	714,986	0	667,454	47,532 <i>Equipment</i>	0
59	13.42 - 4.0 FTE - Police Officers (2.0 FTE added per year) Offer Type: Enhancement	535,467	0	499,818	35,649 <i>Equipment</i>	0
61	13.31 - 1.0 FTE - Crimes Against Persons (CAP) Criminalist Offer Type: Enhancement	102,403	0	102,403	0	0
62	13.22 - Red Light/Camera Radar Program Expansion (1.0 FTE Senior Tech and Hourly Support) Offer Type: Enhancement	529,015	529,015	0	0 <i>Camera Radar</i>	0 <i>General Fund</i>
64	66.4 - 1.0 FTE – Park Ranger Offer Type: Enhancement	110,751	0	110,751	0	0
65	19.3 - Risk Management - Information Security Posture Offer Type: Continuing Enhancement	289,000	0	184,980	104,020 <i>Data & Communications</i>	0
68	4.20 - Utilities: Stormwater - Land Acquisition Offer Type: Enhancement	250,000	0	0	250,000 <i>Stormwater</i>	0
69	13.17 - Second Phase Wireless Connectivity Improvement for Fort Collins Police Patrol Offer Type: Enhancement	125,000	0	125,000	0	0

Drilling Platform - Ranked Offers by Outcome

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SAFE COMMUNITY - 2024

Rank	Offer # & Name	Offer Cost	Offer Funding			
		Total	GENERAL FUND Dedicated	Ongoing	OTHER FUNDS	RESERVES
71	68.5 - Part-time Hourly Assistant Municipal Judge Offer Type: Enhancement	41,949	22,347	19,602	0	0
			Camera Radar			
72	4.10 - Utilities: Stormwater - Hill Pond Feasibility and Alternatives Study Offer Type: Enhancement	0	0	0	0	0
			Stormwater			
73	19.4 - ARPA - Risk Management Offer Type: 1-Time Enhancement	0	0	0	0	0
			General Fund			
77	4.53 - Utilities: Stormwater - Fossil Creek and Stanton Creek Stream Rehabilitation Offer Type: Asset Management-Enhanced	4,000,000	0	0	0	4,000,000
			Stormwater			
78	4.45 - Utilities: Stormwater 3.0 FTE - Stormwater Utility Maintenance Operator Offer Type: Enhancement	214,365	0	0	214,365	0
			Stormwater			
80	4.28 - Utilities: Water - Water Treatment Plant Master Plan Offer Type: 1-Time Enhancement	700,000	0	0	700,000	0
			Water			
84	30.4 - 0.73 Hourly FTE - Special Events Hourly Support Offer Type: Continuing Enhancement	46,432	46,432	0	0	0
			Prior KFCG 0.25% for Other Comm & Trans - Ongoing Revenue			
86	4.22 - Utilities: Water - 1.0 FTE Halligan Project Permitting Coordinator Offer Type: Continuing Enhancement	30,412	0	0	30,412	0
			Water			
88	4.52 - Poudre River Flow Consolidation Upstream of College Avenue - Conceptual Design Offer Type: Capital Project	250,000	0	0	250,000	0
			Stormwater			
96	30.7 - Security Technology - Community Services Offer Type: Asset Management-Enhanced	175,000	175,000	0	0	0
			Prior KFCG 0.25% for Other Comm & Trans - Ongoing Revenue			

Drilling Platform - Ranked Offers by Outcome

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SAFE COMMUNITY - 2024

Rank	Offer # & Name	Offer Cost	Offer Funding			
		Total	GENERAL FUND Dedicated	Ongoing	OTHER FUNDS	RESERVES
100	4.41 - Utilities: 1.0 FTE - Water GIS Analyst I Offer Type: Enhancement	102,597	0	0	102,597 <i>Water</i>	0
Funded Offers		158,366,209	5,695,082	98,309,323	37,433,941	16,927,863
50	4.18 - Utilities: Water - Water Supply Acquisition Fund Offer Type: Continuing Enhancement	750,000	0	0	750,000 <i>Water</i>	0
53 Funds	4.19 - Utilities: Water - Added Water Supply Acquisition Offer Type: Enhancement	900,000	0	0	900,000 <i>Water</i>	0
57	4.46 - Utilities: Water - Distribution System Replacement Offer Type: Asset Management-Enhanced	3,200,000	0	0	3,200,000 <i>Water</i>	0
60	13.30 - 1.0 FTE - Financial Crimes Unit Criminalist Offer Type: Enhancement	102,403	0	102,403	0	0
63	49.2 - Restore West Nile Virus Offer Type: Enhancement	16,000	16,000	0	0	0
66 year)	13.12 - 14.0 FTE - Police Officers (7.0 FTE added per Offer Type: Enhancement	2,128,067	0	2,128,067	0	0
67	13.37 - Portable Radios Offer Type: Enhancement	18,500	0	18,500	0	0 <i>General Fund</i>
70	13.28 - 1.0 FTE - Administrative Assistant Offer Type: Enhancement	73,419	0	73,419	0	0
74	13.26 - 1.0 FTE - CALEA Manager Offer Type: Enhancement	109,592	0	109,592	0	0

Drilling Platform - Ranked Offers by Outcome

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SAFE COMMUNITY - 2024

Rank	Offer # & Name	Offer Cost Total	Offer Funding			
			GENERAL FUND Dedicated	Ongoing	OTHER FUNDS	RESERVES
75	4.47 - Utilities: 1.0 FTE Project Manager (Civil Engineer II) Offer Type: Enhancement	55,989	0	0	55,989 Water Wastewater Stormwater	0
76	13.16 - 1.0 FTE - Police Records Technician II Offer Type: Enhancement	75,947	0	75,947	0	0
79	4.27 - Utilities: Water - 1.0 FTE Water Treatment Plant/Process Engineer Offer Type: Enhancement	130,145	0	0	130,145 Water	0
81	4.44 - Utilities: Stormwater 1.0 FTE - Civil Engineer II Offer Type: Enhancement	115,982	0	0	115,982 Stormwater	0
82	4.48 - Utilities: 1.0 FTE Construction Inspector Offer Type: Enhancement	33,609	0	0	33,609 Water Wastewater Stormwater	0
83	13.27 - 1.0 FTE - Senior Technician Offer Type: Enhancement	93,348	0	93,348	0	0
85	30.6 - 1.0 FTE Senior Specialist, Security Offer Type: Enhancement	105,385	0	105,385	0	0
87	13.25 - 1.0 FTE - Sr. Police Technician Offer Type: Enhancement	129,956	0	129,956	0	0
89	42.1 - Special Commissioned Officer Safety & Security Equipment Offer Type: 1-Time Enhancement	0	0	0	0	0
						General Fund Parking

Drilling Platform - Ranked Offers by Outcome

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SAFE COMMUNITY - 2024

Rank	Offer # & Name	Offer Cost Total	Offer Funding			
			GENERAL FUND Dedicated	Ongoing	OTHER FUNDS	RESERVES
90	4.54 - Utilities: Water Quality Services - 1.0 FTE Watershed Specialist Offer Type: Enhancement	103,519	0	0	103,519	0
					<i>Water</i>	
91	13.18 - Police Security Cameras and Access Controls Offer Type: Enhancement	12,622	0	0	0	12,622
						<i>General Fund</i>
92	80.1 - Completion of Unfinished Scope of Work to Exterior Lighting at The Lincoln Center Offer Type: 1-Time Enhancement	0	0	0	0	0
						<i>General Fund</i>
93	4.55 - 1.0 FTE - Water Engineer II Offer Type: Enhancement	115,982	0	0	115,982	0
					<i>Water</i>	
94	63.1 - 1.0 FTE - Lead Safety Specialist Offer Type: Enhancement	108,592	0	108,592	0	0
95	74.2 - 1.0 FTE - Assistant City Attorney Police Advisor Offer Type: Enhancement	171,510	0	171,510	0	0
97	13.24 - 1.0 FTE - IT Analyst I Offer Type: Enhancement	103,597	0	103,597	0	0
98	68.2 - Municipal Court Services - Drug Court Program (1.0 FTE Probation Officer) Offer Type: Enhancement	144,494	0	144,494	0	0
99	68.9 - Municipal Court - 2.0 FTE Court Clerks (1 FTE added per year) Offer Type: Enhancement	138,813	0	138,813	0	0
101	4.30 - Utilities: Water - Water Treatment Roof Replacement Offer Type: Capital Project	0	0	0	0	0
					<i>Water</i>	

Drilling Platform - Ranked Offers by Outcome

Budget Years: 2023 - 2024

SAFE COMMUNITY - 2024

Rank	Offer # & Name	Offer Cost	Offer Funding			
		Total	GENERAL FUND Dedicated	Ongoing	OTHER FUNDS	RESERVES
102	13.19 - Greykey Premier Offer Type: Enhancement	55,990	0	55,990	0	0
104	13.32 - 1.0 FTE - Victim Witness Specialist Offer Type: Enhancement	83,327	0	83,327	0	0
105	30.5 - ARPA Special Events Recovery Grant Offer Type: 1-Time Enhancement	125,000	0	0	0	125,000 <i>General Fund</i>
106	13.21 - Second Phase e-Citation Offer Type: Enhancement	48,000	0	0	0	48,000 <i>General Fund</i>
107	68.7 - Municipal Court Services - Court Remodel Option 1 Offer Type: Capital Project	0	0	0	0	0 <i>General Fund</i>
108	13.23 - District One Office Buildout Offer Type: Enhancement	22,857	0	0	0	22,857 <i>General Fund</i>
109 2	68.10 - Municipal Court Services - Court Remodel Option Offer Type: Capital Project	0	0	0	0	0 <i>General Fund</i>
110	13.29 - 1.0 FTE - Crime Analyst Offer Type: Enhancement	104,104	0	104,104	0	0
Unfunded Offers		9,376,749	16,000	3,747,044	5,405,226	208,479
Total Offers		167,742,958	5,711,082	102,056,367	42,839,167	17,136,342

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4.1 Utilities: Stormwater Engineering - Offer Type: Ongoing - Funded

2023 - \$1,813,704

2024 - \$1,894,321

Funding this offer will provide Stormwater Engineering services for the City's Stormwater Utility.

Stormwater Engineering services include Master Planning, Floodplain Management, Flood Warning, Development Review, Stormwater Quality, and Project Management for the Stormwater Capital Improvement Program. Each of these services supports the overall purpose of the Stormwater Utility for flood damage reduction, stormwater quality treatment and public safety, as well as the protection and enhancement of the Cache la Poudre River and its tributaries. This offer includes key program components as described below:

- Master Planning guides stormwater infrastructure for new development and identifies cost-effective flood mitigation and control, stream restoration, and Best Management Practice (BMP) projects that mitigate flooding risks and enhance water quality.
- Floodplain Management provides assistance, support and regulatory oversight for proposed construction in the FEMA- and City designated floodplains and promotes flood awareness through education.
- The Flood Warning service manages a system of rainfall and stream gauges that provide real-time data to assist stormwater and emergency response personnel during flood events.
- The Stormwater Quality program provides technical assistance and support along with testing and monitoring specific BMP improvements to enhance stormwater quality and reduce the impacts of runoff from existing and new development on City streams, creeks and the Cache la Poudre River.
- Development Review works with new development and building permit proposals to ensure the City's stormwater criteria and construction standards are met.
- Project Management services manage the design and construction of projects identified in the master plans and incorporated in the Stormwater Capital Improvement Program. These projects improve life safety, reduce property damage and improve stormwater quality.

This Offer supports the following Strategic Objectives:

- SAFE 5.5 - Provide and maintain reliable utility services and infrastructure that directly preserve and improve public health and community safety.
- ENV 4.6 - Sustain and improve the health of the Cache la Poudre River and all watersheds within Fort Collins.

4.2 Utilities: Stormwater - Debt Service for the Oak Street Stormwater Project - Offer Type: Enhancement - Funded

2023 - \$3,128,150

2024 - \$3,125,250

Funding this offer will allow debt to be issued for the construction of the Oak Street Stormwater Improvement Project. The assumed debt service will be a 20 year bond at 4.25% for \$38,000,000. Annual debt service will be \$3,125,000.

This project is an extension of the Oak Street Outfall stormwater system previously constructed in 2002-2003. The Oak Street project is a large-diameter stormwater infrastructure system providing flood control for the Downtown area and will include stormwater quality using green infrastructure (or low-impact development) treatment systems. The project will extend west from the Mason/Oak intersection and terminate at the Jackson/Oak intersection near City Park. This is approximately 8,500 linear feet of stormwater mains, ranging from 78 inch diameter at Mason Street to 72 inch diameter at Jackson Avenue. The project also will include several lateral extensions from the main on Oak Street, north to Mountain Avenue or south to Olive Street.

The debt issuance will be a 20 year bond at the best interest available on the day of issuance, which is assumed to be 4.25% for purposes of providing an estimated annual debt service cost.

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Flood hazards in the Old Town Basin are generally caused by the inability of the existing streets and storm sewers to adequately convey storm runoff from moderate to large storms. There are over 550 structures in the basin that are vulnerable to damages from urban flooding. The Oak Street Project is one of several stormwater projects that have been identified as part of the larger, long term Downtown Stormwater Improvement Program (DSIP) that will contribute to resolving urban flooding issues in Downtown Fort Collins.

In support of the Environmental Health Strategic Outcome and to meet the Citywide goal of providing stormwater quality, green infrastructure elements will be included in the design of this project and will further filter & clean stormwater runoff before its outfall into the Cache la Poudre River.

This Offer supports the following Strategic Objectives:

- SAFE 5.5 - Provide and maintain reliable utility services and infrastructure that directly preserve and improve public health and community safety.
- ENV 4.6 - Sustain and improve the health of the Cache la Poudre River and all watersheds within Fort Collins.
- TM 6.1 - Improve safety for all modes and users of the transportation system to ultimately achieve a system with no fatalities or serious injuries.

4.3 Utilities: Water Engineering - Offer Type: Ongoing - Funded

2023 - \$711,442

2024 - \$741,411

This offer will fund Water Engineering services for the City's Water Utility.

Water Engineering services include Development Review and Project Management for the Water Utility Capital Improvement Program. These services support the overall purpose of the Water Utility to provide safe, reliable drinking water to customers. This offer includes key program components as described below:

Development Review works with new development and building permit proposals to ensure the City's design standards for the water distribution system are met. Development Review also oversees the Water construction inspectors and coordinates design and construction of new distribution systems with the Water Field Services Superintendent in conjunction with new and redevelopment projects.

Project Management services manages the design and construction of all projects identified in the water distribution and water treatment master plans and incorporated into the Water Utility Capital Improvement Program.

This Offer supports the following Strategic Objectives:

- SAFE 5.5 - Provide and maintain reliable utility services and infrastructure that directly preserve and improve public health and community safety.
- ECON 3.5 - Invest in and maintain utility infrastructure and services while ensuring predictable utility rates.

4.4 Utilities: Water - Galvanized Service Replacement - Offer Type: Asset Management-Ongoing - Funded

2023 - \$1,000,000

2024 - \$1,200,000

This offer will continue to fund a critical, proactive public health initiative that ensures and maintains safe, high quality drinking water for Fort Collins Utilities water customers. This offer enables the continuation of the Safe Water Action Program (SWAP), which is an effort to accelerate the identification and replacement of any remaining aging galvanized water service lines, mostly found associated with older homes in the Downtown area, between the water main and the curb stop (Utilities-owned portion). The SWAP project plan development and pilot phase was funded in 2021 and the first full year annual replacement project was funded in 2022 (to replace approximately 100 water services).

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Utilities works tirelessly to deliver safe, reliable, high quality water for its customers. Utilities actively replaces aging galvanized services as they are found through other distribution system work; these older services are more brittle and increasingly likely to leak or break. A galvanized service is an iron or steel pipe that has been coated with a protective layer of zinc to prevent corrosion and rust. These were mainly installed before 1960 and as such, Utilities does not always have reliable records of the material of every service line.

All services have a short pipe (18" 24") called a "gooseneck" that connects the service line to the water main. Some of the galvanized services have a gooseneck made of lead, commonly used for its flexible properties. The presence of lead does not necessarily mean there are increased levels of lead in the drinking water. The long-standing, highly effective corrosion control program helps ensure impurities like lead do not leach into the water. Utilities is committed to proactively accelerating the work to remove this potential source of risk. In addition to funding the replacement work, this offer funds continued communication efforts associated with SWAP.

This Offer supports the following Strategic Objectives:

- SAFE 5.5 - Provide and maintain reliable utility services and infrastructure that directly preserve and improve public health and community safety.
- ECON 3.5 - Invest in and maintain utility infrastructure and services while ensuring predictable utility rates.

4.5 Utilities: Water - Large Valve Maintenance Program - Offer Type: Continuing Enhancement - Funded **2023 - \$200,000**
2024 - \$200,000

This offer will fund the continued development of a program focused on water operations and maintenance of large water valves.

The Water Utility has nearly 300 valves associated with water mains greater than 16 inches in diameter. These water mains deliver treated water to smaller water mains and ultimately to customers. The associated large valves are a critical piece of this transmission system as they are used to isolate pipelines in case of a shutdown or pipe failure, to control flow, release air trapped in the system, and prevent backflow. Detailed operations and maintenance procedures are needed so these valves are ready to operate when needed, as inadequate maintenance of water valves can lead to increased shutdown times during replacements and repairs.

This program will continue to outline and develop operational and maintenance strategies for large valves such as testing and inspection, maintenance scheduling, replacement identification, water distribution modeling, redundancy evaluation, corrosion protection, emergency repair procedures and other water utility industry best practices. When implemented, these strategies will improve the reliability of the water transmission system by ensuring these valves are always operational. Some level of maintenance, repairs and improvements to facilitate the development of procedures and master plan may be necessary during the assessment and strategy development.

This Offer supports the following Strategic Objectives:

- SAFE 5.5 - Provide and maintain reliable utility services and infrastructure that directly preserve and improve public health and community safety.

4.6 Utilities: Water - Cathodic Protection Program - Offer Type: Asset Management-Enhanced - Funded **2023 - \$625,000**
2024 - \$625,000

Funding this offer sustains and enables the current Cathodic Protection Program to monitor and mitigate potential risk of corrosion on the water infrastructure, which is critical to delivering a safe, reliable water supply for treatment and, ultimately, drinking water to customers. The program enhances the reliability, resilience and integrity of the water infrastructure. The current cathodic protection system needs to be monitored and maintained in order to prevent corrosion extending the useful life of the

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water transmission system.

The Water Utility has more than 91 miles of pipe within the transmission system, 18 miles of raw water pipe, and 12 miles of pipe within the WTF fencing. Some of these water lines are potentially at risk of corrosion as they contain metal, i.e., ductile iron, steel, reinforced concrete pipe, and pre tensioned concrete cylinder pipe. The Cathodic Protection program monitors these metal containing pipes and structures, and develops methods to mitigate risk due to corrosion and cathodically protect them in order to maintain a high level of operational service to customers.

Anticipated projects and expenditures for the 2023-2024 budget cycle include, but are not limited to, field work to evaluate, assess and adjust rectifiers and test stations, and investigate and determine the need to replace existing CP materials and equipment (e.g., galvanic anodes, impressed current anodes, test stations, isolation fittings and valves, etc.). This investigative field work will determine future CP needs and enhancements, as outlined in the master plan. These future projects include construction to replace depleted deep ground bed anodes; replace, relocate and renew existing CP monitoring test stations and galvanic anodes; and design and install new galvanic anode systems.

This Offer supports the following Strategic Objectives:

- SAFE 5.5 - Provide and maintain reliable utility services and infrastructure that directly preserve and improve public health and community safety.

4.7 Utilities: Water - Distribution System Replacement - Offer Type: Asset Management-Ongoing - Funded 2023 - \$1,000,000 2024 - \$1,000,000

This offer will fund design and construction for priority waterlines identified for replacement or rehabilitation.

This offer will implement strategies to cost effectively maximize improvements to levels of service for the water distribution system such as quality, reliability, resiliency and safety. The Water Distribution Master Plan identified high priority portions of the system for replacement or rehabilitation based on the system age, main break history and fire flow capacity. The program will replace or rehabilitate aging water distribution infrastructure with new infrastructure that meets current standards. The program will focus on waterlines generally in the Downtown and City Park areas where Utilities records indicate the water system was installed in the early 1900s.

This offer will supplement existing replacement work by City crews (Offer 4.38) with general contractors for a total annual replacement of approximately 2.0 miles.

The Waterline Replacement Program will improve levels of service for quality, reliability, resilience and safety. If aging waterlines are not replaced, the water system will continue to see an increase in main breaks and water quality incidents, and a decrease in fire flow capacity.

This Offer supports the following Strategic Objectives:

- SAFE 5.5 - Provide and maintain reliable utility services and infrastructure that directly preserve and improve public health and community safety.

4.10 Utilities: Stormwater - Hill Pond Feasibility and Alternatives Study - Offer Type: Enhancement - Funded 2023 - \$60,000 2024 - \$0

This offer will fund a feasibility assessment and alternatives analysis of the erosion problems at Hill Pond along Spring Creek. This is a multi faceted issue impacting multiple landowners, a ditch company, and the City. Staff views the erosion concerns at Hill Pond as a community issue requiring a community solution. To determine viable solutions, staff recommends bringing forward this offer in the 2023 2024 BFO cycle.

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The City has an easement along the south side of the pond for Spring Creek Trail, the City's most highly trafficked bike and pedestrian trail. This offer funds strategies in the Municipal Sustainability and Adaptation Plan (MSAP), which is the organizational roadmap to being a sustainable organization. The City is a large shareholder in the Ditch Company; however, the City is not a majority owner.

Hill Pond is in the Spring Creek FEMA floodway and is included in the current effective floodplain models. Water levels in the pond fluctuate rapidly at the beginning and end of the irrigation season due to operations of the Arthur Ditch. Precipitation events also impact water elevations. There has been significant erosion due to the fluctuating water surface levels along the banks of the pond, including the islands in the middle, with up to 10 feet of bank collapse over the last 10 to 20 years. Continued erosion will soon impact Spring Creek Trail and, in some places, is only a few feet from homeowners' property lines and fences.

Spring Creek is important for flood conveyance. Spring Creek and the adjacent trail are community amenities, highly valued by adjacent landowners and City residents at large. The feasibility and alternatives analysis will identify viable solutions. Issues include scale of the erosion, permitting requirements and stormwater conveyance. The study will include design alternatives, O&M needs and cost estimates, and will provide a basis for identifying project participants and financial responsibilities.

This Offer supports the following Strategic Objectives:

- SAFE 5.5 - Provide and maintain reliable utility services and infrastructure that directly preserve and improve public health and community safety.
- CR 2.5 - Ensure safety and access to and within in City parks, natural areas, paved trails, and cultural and recreation facilities for visitors and employees

4.11 Utilities: Stormwater - Master Plan Updates - Offer Type: Ongoing - Funded

2023 - \$200,000

2024 - \$200,000

Funding this offer will complete updates to portions of three Stormwater Basin plans and obtain updated LiDAR mapping in 2023. Funding will complete updates to portions of four Master Plans in 2024. This results in more accurate identification of 100 Year stormwater flows and water surface elevations and the corresponding delineation of 100 Year floodplain and floodway boundaries. These studies utilize multi objective approaches that consider flooding risk, stormwater quality, stream rehabilitation, natural areas, trails, recreation and parks. Key elements include updating hydrology (how much water), analyzing hydraulic conveyances (where does the water flow), developing project alternatives (potential solutions to problems and challenges), improving stormwater quality, and selecting a preferred alternative (including a conceptual design) to alleviate potential flooding and project issues. These studies also analyze and delineate flood hazard areas typically referred to as floodplains. The information from these studies guides potential development opportunities. Conceptual cost estimates for identified projects are prepared and then projects are prioritized for consideration in the City's Capital Improvement Program.

Drainage basin plans are typically completed in phases. These phases are structured as: Hydrology, Hydraulics and Selected Plan, and Flood Hazard Area Delineation (FHAD).

Below is a summary listing of the proposed funding for 2023. This list is subject to change based on development needs and floodplain mapping requirements.

DRAINAGE BASIN	2023 PHASE	COST	2024 PHASE	COST
Spring Creek	Hydraulics & FHAD	\$150,000		
Fossil Creek	Hydrology, Ph 2	\$100,000	FHAD	\$75,000
Fossil Creek	Hydraulics	\$75,000		
LiDAR Mapping		\$100,000		
Public Outreach		\$15,000		\$15,000

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Old Town	Hydraulics	\$125,000
McClelland's Creek	Selected Plan	\$100,000
Fox Meadows	Selected Plan	\$100,000

This Offer supports the following Strategic Objectives:

- SAFE 5.1 - Improve overall community safety while continuing to increase the level of public trust and willingness to use emergency services.
- ECON 3.5 - Invest in and maintain utility infrastructure and services while ensuring predictable utility rates.
- ENV 4.6 - Sustain and improve the health of the Cache la Poudre River and all watersheds within Fort Collins.

4.12 Utilities: Water Treatment Operations - Offer Type: Ongoing - Funded

2023 - \$6,235,946

2024 - \$6,399,656

This offer funds the operations, maintenance and management of the City's Water Treatment Operations (WTO) within the Water Production Division (WPD). The mission of the Water Production Division is "to produce an ample quantity of safe, affordable, and aesthetically pleasing drinking water for the customers of Fort Collins Utilities." WTO provides a life- essential service that advances the health, safety and prosperity of our community. These operations include Water Treatment (WT) Administration, Source of Supply (SOS), Watershed Management, WT Ops & Maintenance, Upper Poudre Intake, High Service Pump Station, and Instrument Control O&M.

Specifically, this offer funds the SOS system to collect and transport raw river and reservoir water to the Water Treatment Facility from the Michigan Ditch and Joe Wright Reservoir; the treatment, pumping and storage of drinking water; the instruments and controls to monitor and run the facility; and the monitoring and protection of the City's watersheds.

In 2021, 8.4 billion gallons of water were treated with a 100% compliance rate, meeting and exceeding all state and federal requirements for safe drinking water. This offer funds the personnel, equipment, materials and services required to meet the water needs of the community while ensuring a reliable water supply for future generations.

This Offer supports the following Strategic Objectives:

- SAFE 5.5 - Provide and maintain reliable utility services and infrastructure that directly preserve and improve public health and community safety.

4.13 Utilities: Water - Water Minor Capital Program - Offer Type: Asset Management-Ongoing - Funded

2023 - \$1,405,800

2024 - \$1,405,800

This offer funds the purchase or replacement of minor capital water enterprise assets. Minor capital is used for small projects that involve replacement or improvement to current assets, the purchase and/or replacement of fleet vehicles, computer hardware purchases, and minor building and office improvements.

Minor capital projects and expenditures anticipated for the 2023 2024 budget cycle include but are not limited to:

Water Production Division:

- Treatment filter media replacement
- Raw water pipeline repairs

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- Storage tank drainage improvements
- Minor building improvements & renovations
- Repairs and improvements to building and tank appurtenances including sidewalks and stairs
- Replacing aging vehicle stock and equipment

Water Quality Services: purchase of lab equipment and new sample hydrants, office furniture and small lab instruments

Supervisory Control Systems: Replacement of hardware, software and equipment for SCADA asset management and process monitoring

Water Transmission & Distribution: Replacement or upkeep of vehicles and equipment in accordance with guidelines from Fleet Services.

Water Resources: Purchase of water rights and other related expenses

In addition, all divisions will incur expenses related to minor building and office repairs and improvements, as well as vehicle replacement as indicated by the Fleet Services vehicle replacement schedule, which considers age, mileage, repair costs and purchase cost to determine replacement date.

This Offer supports the following Strategic Objectives:

- SAFE 5.5 - Provide and maintain reliable utility services and infrastructure that directly preserve and improve public health and community safety.

4.17 Utilities: Water - Water Resources - Offer Type: Ongoing - Funded

2023 - \$3,216,267

2024 - \$3,366,315

Funding this offer will support the general budget of the Water Resources Division (WRD), which manages the City's water supplies to provide safe and reliable water. This offer also funds the Rigden Reservoir Operations and Maintenance budget, which is a key facility for managing the City's water supplies.

The Water Resources Division provides the following services:

- Management, planning and stewardship of the City's raw water rights and supply system, which has an estimated value of over \$3 billion
- Manages the Water Utility's water supplies and provides detailed water accounting to the State of Colorado
- Manages operations at Rigden Reservoir
- Pays raw water assessments from entities that provide water supplies to the Utilities
- Administers surplus water rentals in many years
- Plans for future water supplies, facilities and operations to ensure a reliable and resilient water supply for current and future Water Utility customers
- Plans for impacts of climate change to the City's water supplies
- Maintains detailed modeling and analyses that support long-term planning efforts
- Supports the acquisition of additional storage capacity through the Halligan Water Supply Project
- Develops water supply requirements that ensure adequate water supplies for new development
- Implements the Council approved Water Supply & Demand Management Policy

The Water Resources Division works closely with the Utilities Water Conservation Department 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, as well as aid in protecting the health of the Poudre River.

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This Offer supports the following Strategic Objectives:

- ENV 4.1 - Intensify efforts to meet 2030 climate, energy and 100% renewable electricity goals that are centered in equity and improve community resilience.
- ECON 3.5 - Invest in and maintain utility infrastructure and services while ensuring predictable utility rates.
- SAFE 5.5 - Provide and maintain reliable utility services and infrastructure that directly preserve and improve public health and community safety.

4.18 Utilities: Water - Water Supply Acquisition Fund - Offer Type: Continuing Enhancement - Unfunded 2023 - \$750,000 2024 - \$750,000

Funding this offer will allow for acquisitions of water rights and facilities that will increase the yield, reliability and resiliency of the Utilities water supplies. The Water Resources Division (WRD) protects, manages and improves the Utilities water supply portfolio, including water from the Poudre River and Colorado Big Thompson Project (via Horsetooth Reservoir). Reliable water is critical to support new and existing residents, landscapes and businesses ranging from hospitals to breweries. Growth in the Utilities water service area is projected to increase from about 142,000 customers up to about 195,000 over the next few decades. Ensuring water supplies are available for these future needs requires long-term planning that includes an acquisition plan for acquiring water rights and facilities that this offer will support.

Although the focus of developing supplies in recent years has been increasing storage capacity via the Halligan Water Supply Project, additional water rights are required to meet all projected demand increases and to improve the reliability for existing customers. Also, Utilities will need to build or share in the cost of facilities that allow full use of some of its converted ditch company water rights. Costs for water rights have increased significantly in recent years and that trend will continue; thus, acquiring these water rights sooner will reduce overall costs.

The WRD has historically managed an annual Minor Capital fund for the purchase of water rights. However, those funds would lapse and be lost each year if no water rights were available or purchased. Starting in 2022, an enhancement offer was structured to continue similar funding in a non lapsing (i.e., accumulating) manner that allows bridging years with no acquisitions, allows bigger purchases in some years, and provides flexibility to respond to water right opportunities that arise that require quick action.

This Offer supports the following Strategic Objectives:

- ENV 4.4 - Provide a resilient, reliable, and high-quality water supply.
- ENV 4.1 - Intensify efforts to meet 2030 climate, energy and 100% renewable electricity goals that are centered in equity and improve community resilience.
- SAFE 5.5 - Provide and maintain reliable utility services and infrastructure that directly preserve and improve public health and community safety.

4.19 Utilities: Water - Added Water Supply Acquisition Funds - Offer Type: Enhancement - Unfunded 2023 - \$400,000 2024 - \$900,000

Funding this offer will increase the ability for acquisitions of water rights and facilities that will increase the yield, reliability, and resiliency of the Utilities water supplies. The Water Resources Division (WRD) protects, manages and improves the Utilities water supply portfolio including water from the Poudre River and Colorado Big Thompson Project (via Horsetooth Reservoir). Reliable water is critical to support new and existing residents, landscapes and businesses ranging from hospitals to breweries. Growth in the Utilities water service area is projected to increase from about 142,000 customers up to about 195,000 over the next few decades. Ensuring water supplies are available for these future needs requires long-term planning that includes an acquisition plan for acquiring water rights and facilities that this offer will

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support.

Although the focus of developing supplies in recent years has been increasing storage capacity via the Halligan Water Supply Project, additional water rights are required to meet all projected demand increases and to improve the reliability for existing customers. Also, Utilities will need to build or share in the cost of facilities that allow full use of some of its converted ditch company water rights. Costs for water rights have increased significantly in recent years and that trend will continue; thus, acquiring these water rights sooner will reduce overall costs.

Starting in 2022, an enhancement offer was structured to continue past similar funding in a non lapsing (i.e., accumulating) manner that allows bridging years with no acquisitions, allows bigger purchases in some years, and provides flexibility to respond to water right opportunities that arise that require quick action. This offer increases the amount of funding from the 2022 offer.

This Offer supports the following Strategic Objectives:

- ENV 4.4 - Provide a resilient, reliable, and high-quality water supply.
- ENV 4.1 - Intensify efforts to meet 2030 climate, energy and 100% renewable electricity goals that are centered in equity and improve community resilience.
- SAFE 5.5 - Provide and maintain reliable utility services and infrastructure that directly preserve and improve public health and community safety.

4.20 Utilities: Stormwater - Land Acquisition - Offer Type: Enhancement - Funded

2023 - \$125,000

2024 - \$250,000

Funding this offer will enable Stormwater to purchase land and acquire easements in order to construct, operate and maintain necessary stormwater infrastructure such as regional detention facilities, rehabilitated creeks and drainageways, major capital improvement projects, storm sewer systems and appurtenances, and regional water quality features.

Stormwater Master Planning has identified needed stormwater improvements throughout Fort Collins and maintains a list of prioritized projects with conceptual cost estimates. Funding is then requested through the BFO process to design and construct these projects. Many of these regional stormwater improvements will be at least partially located on undeveloped and developed parcels of land within the City limits. On occasion, these parcels may be considered for private development or redevelopment years before funding will be available to construct the identified stormwater improvements on the property. Funding this offer will enable Stormwater to acquire these parcels and reduce costly realignments.

In 2021 and 2022, Stormwater and Natural Areas partnered to acquire a property at 1900 W. Laporte Ave. The property will be developed into a multi purpose area for flood mitigation, water quality, wildlife habitat enhancement and public trail access, in conjunction with the Puente Verde Natural Area and similar to Red Fox Meadows Natural Area/Detention Ponds.

Stormwater's share of the cost is \$500,000 to be repaid between 2023 and 2025. Funding in the amount of \$375,000 is currently available in the project account.

Funding in the amount of \$200,000 in 2023 and \$200,000 in 2024 will enable Stormwater to pay its share of the property purchase and leave a balance of \$275,000 in 2024 for use on other similar land acquisition sites.

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This Offer supports the following Strategic Objectives:

- SAFE 5.5 - Provide and maintain reliable utility services and infrastructure that directly preserve and improve public health and community safety.
- ENV 4.7 - Expand the Natural Areas land portfolio while simultaneously protecting existing lands and improving equitable access to nature.
- HPG 7.8 - Evaluate the City's assets and infrastructure to most effectively prioritize funding that best maintains and protects those investments, while improving the customer experience.

4.21 Utilities: Water - Halligan Project Additional Capital Funding for Continued Permitting and Design - 2023 - \$16,000,000 **Offer Type: Capital Project - Funded 2024 - \$8,000,000**

Funding this offer will allow the City to continue to pursue the Halligan Water Supply Project, which is needed to provide reliable water supply for Fort Collins Utilities' water customers. Projections indicate that Utilities has approximately 10 years until water demands exceed current supplies. Funding this offer will ensure Utilities can meet the water needs of Utilities' customers through 2065. Many water supply alternatives have been evaluated to meet this need and the Halligan Project remains the most cost effective.

Water supply projects like the Halligan Project take decades to permit and construct. Permitting for the Halligan Project began in 2006 and construction is anticipated to begin in approximately 2026. This offer funds work through 2024. Future offers will be requested as needed to fund remaining permitting, design, property acquisition and construction activities planned after 2024. This offer is needed to maintain progress on required steps toward project completion.

This offer will fund the following specific project work during 2023 2024:

- completion of 60% design and an independent construction cost estimate
- completion of the application for the 401 Water Quality Certification (required by the state)
- completion of the Endangered Species Act consultation and the Environmental Impact Statement (both are federal permitting requirements)
- planning and preparation for acquisition of property rights needed for construction
- development of wetland mitigation concepts
- completion of the 1041 permit application for Larimer County (required by Larimer County)
- public engagement and communications related to the efforts above

This Offer supports the following Strategic Objectives:

- SAFE 5.5 - Provide and maintain reliable utility services and infrastructure that directly preserve and improve public health and community safety.
- ECON 3.5 - Invest in and maintain utility infrastructure and services while ensuring predictable utility rates.
- ENV 4.6 - Sustain and improve the health of the Cache la Poudre River and all watersheds within Fort Collins.

4.22 Utilities: Water - 1.0 FTE Halligan Project Permitting Coordinator - Offer Type: Continuing Enhancement 2023 - \$29,845 **- Funded 2024 - \$30,412**

Funding this offer will ensure effective navigation of the critical and complex permitting processes needed for success of the Fort Collins Utilities Halligan Water Supply Project. These processes ensure the proposed project meets all regulatory requirements and supports the development of mitigation and enhancement measures to protect and improve wildlife in the Poudre River watershed.

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The offer will continue to fund 1.0 contractual FTE related to permitting and developing environmental mitigation for the Halligan Water Supply Project. Funding for the position will be primarily sourced from the Halligan Project's capital budget with the remainder from the Water Resources Division budget.

This offer will continue to fund a temporary, contractual FTE for 2023/ 2024 to manage and support several of the various concurrent permitting processes required for the project, including:

- Clean Water Action Section 404 permitting
- Endangered Species Act Consultation
- State of Colorado's Fish and Wildlife Mitigation Plan process
- 401 Water Quality Certification Process
- Larimer County 1041 permit process
- Section 106 National Historic Preservation Act coordination
- Wetland mitigation planning

These permitting activities are anticipated to be completed in 2026.

Total staffing projections for the Halligan Project are on par with other entities proposing large water supply projects (e.g., Denver Water, Northern Water, and Colorado Springs Utilities).

Water supply and demand projections indicate that Utilities has approximately 10 years until water demands exceed current supplies. Fort Collins Utilities' Water Supply and Demand Management Policy identifies a critical need to develop additional water storage and the Halligan Project is essential to meeting that need. Many water supply alternatives have been evaluated to meet this need and the Halligan Project remains the most cost-effective alternative.

This Offer supports the following Strategic Objectives:

- SAFE 5.5 - Provide and maintain reliable utility services and infrastructure that directly preserve and improve public health and community safety.
- ENV 4.6 - Sustain and improve the health of the Cache la Poudre River and all watersheds within Fort Collins.
- ECON 3.5 - Invest in and maintain utility infrastructure and services while ensuring predictable utility rates.

4.23 Utilities: Stormwater - Developer Repayments - *Offer Type: Ongoing - Funded*

2023 - \$0

2024 - \$200,000

Funding this offer will reimburse development projects that have paid for the design and construction of specific regional stormwater improvements required by the City's approved master drainage basin plans that are not fully attributable to the respective development. These improvements are typically flood control or management projects, stream rehabilitation projects, stormwater detention facilities and/or stormwater quality best management practices (BMP) projects.

One proposed development at the southwest corner of College Avenue and Prospect Road has been abandoned, leaving a current unobligated account balance of approximately \$745,000. Reimbursement in the amount of \$44,000 was recently made for design work associated with the Boxelder Creek Stream Rehabilitation project near I- 25 and Prospect Road.

Staff anticipates needing no additional funding in 2023. There are two developments anticipated that will need stormwater reimbursements in 2024. One project is along the Plum drainageway in the western part of the city while the other is north of Mulberry Street in the northeastern part of the city. Preliminary designs are not yet

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complete, but we believe the reimbursable amount will be approximately \$500,000 and \$300,000, respectively. To more efficiently handle stormwater runoff, staff from the City and Development Consulting teams have been coordinating efforts to address both public and private participation in upgrading the stormwater drainage collection system in these areas.

Based on development review submittals, a new project requiring a reimbursement request for stormwater facilities may be submitted in 2022. If funding is not available, this impacts the pace and location of development within the city. An additional \$150,000 may be needed. Subtracting the existing available funding from the anticipated new funding needs leaves a deficit of approximately \$200,000. This amount is being requested for 2024.

This Offer supports the following Strategic Objectives:

- SAFE 5.5 - Provide and maintain reliable utility services and infrastructure that directly preserve and improve public health and community safety.
- NLSH 1.1 - Increase housing supply and choice and address inequities in housing to ensure that everyone has healthy, stable housing they can afford.
- ECON 3.4 - Utilize tools and partnerships to leverage infill and redevelopment opportunities to achieve development consistent with City Plan and supporting the City's broader strategic objectives.

4.24 Utilities: Stormwater - Boxelder Creek Watershed Dams - Offer Type: Enhancement - Funded	2023 - \$90,000
	2024 - \$90,000

This offer will fund Fort Collins' share of costs to address risk associated with the Boxelder Creek Watershed (BCW) Dams B 2, B 3, and B 4.

The BCW Dams were constructed in the late 1970s and early 1980s in northern Larimer County for the purpose of reducing flood risks in the Boxelder Creek Watershed. After more than 35 years of population growth and land development in Larimer County, these facilities now protect developed areas within portions of Fort Collins, Wellington, Timnath and unincorporated Larimer County. The consequences of a dam failure and/or release of flood flows through the emergency spillways for BCW Dams B 2, B 3 and/or B 4 pose a flood risk to life safety and flooding of a large number of homes and businesses in the downstream communities. The dams are also classified as high hazard by the Natural Resource Conservation Service (NRCS).

This Offer is needed to help ensure the BCW Dams meet current safety and performance standards established by state and federal rules. A Risk and Consequence Analysis was performed to determine whether measures such as physical rehabilitation or reconstruction of the dams and their associated emergency spillways is required or whether other protective measures are appropriate. Dams that have a LOW Failure Likelihood and a Consequence LEVEL 3 do not compel physical dam and/or spillway modifications. The draft Emergency Action Plans (EAPs) have been completed. The flood water elevation monitoring systems at BCW Dams B 2, B 3 and B 4 needs to be installed to achieve the LOW / LEVEL 3 Rating needed to meet SEO Division of Dam Safety requirements and avoid costly dam and/or spillway modifications. Fort Collins' share of costs over the next five years is approximately \$90,000 annually.

Since BCW Dams B 5 and B6 meet Stormwater Extension Office requirements, all that is needed for these dams at this time are maintenance activities (e.g., woody debris removal, sediment removal, cleaning toe drains, etc.).

This Offer supports the following Strategic Objectives:

- SAFE 5.5 - Provide and maintain reliable utility services and infrastructure that directly preserve and improve public health and community safety.
- HPG 7.1 - Provide world-class municipal services, while recognizing the importance of multi-sector relationships and partnerships at all levels.

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4.25 Utilities: Stormwater - Operations and Maintenance - Offer Type: Ongoing - Funded

2023 - \$2,384,521

2024 - \$2,479,423

This offer will fund the Stormwater Fund operations core services, including stormwater maintenance operations, which include: cleaning, televising, mowing, debris removal, emergency response, point of repair and maintenance of irrigation ditch trash racks. Stormwater maintenance ensures the drainage system is functioning properly and extends the design life, serviceability and efficiency of the system through repairing and rehabilitating existing stormwater infrastructure. Stormwater Maintenance operates and maintains 184 miles of storm drain pipes, 115 detention ponds (597 acres), 69 regional channels, 8,400 Inlets and 4,500 manholes.

This Offer supports the following Strategic Objectives:

- SAFE 5.5 - Provide and maintain reliable utility services and infrastructure that directly preserve and improve public health and community safety.
- ENV 4.6 - Sustain and improve the health of the Cache la Poudre River and all watersheds within Fort Collins.
- HPG 7.6 - Optimize technology, data analysis and process improvements to innovate, guide decisions and enhance service delivery.

4.26 Utilities: Stormwater - Minor Capital - Offer Type: Asset Management-Ongoing - Funded

2023 - \$740,000

2024 - \$785,000

This offer will fund the purchase or replacement of minor capital stormwater enterprise- related assets. A large majority of the Minor Capital expenditure is for fleet replacement. Fleet Services uses an asset management program that takes into consideration age, mileage, repair costs and purchase cost to determine when best to replace a vehicle. Each vehicle is also reviewed for how it is used and whether the business need has evolved over time. This allows the department to right-size the vehicle for its most efficient and effective use into the future. The Stormwater Fleet system supports maintenance and construction crews in maintaining and renewing the stormwater system.

The vehicles & equipment identified for 2023 are the following:

- Combo Jet Vac Truck with Water Recycler
- F550 Dump Truck Replacement
- Tandem Dump Truck Replacement
- Manhole Inspection and Camera Equipment
- Hitachi Excavator rent-to-own Purchase

This Offer supports the following Strategic Objectives:

- SAFE 5.5 - Provide and maintain reliable utility services and infrastructure that directly preserve and improve public health and community safety.
- HPG 7.6 - Optimize technology, data analysis and process improvements to innovate, guide decisions and enhance service delivery.

4.27 Utilities: Water - 1.0 FTE Water Treatment Plant/Process Engineer - Offer Type: Enhancement - Unfunded

2023 - \$103,610

2024 - \$130,145

This a request for a new 1.0 FTE Process Engineer position at the Water Treatment Facility. The Water Treatment Facility has a permanent need for a Plant/Process Engineer to design and lead projects such as:

- evaluating new treatment processes such as Powder Activated Carbon (PAC) application for taste and odor issues
- continuous evaluation and improvement of the water treatment process and raw water quality

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- the operation and full utilization of the Pilot Plant to evaluate future changes to the water treatment process
- upgrading and maintaining Plant Master Plans
- designing and managing replacement projects for chemical feeds and dosages, treatment trains, pumps, valves, sludge systems and pipelines
- working with Plant staff to design, permit and implement improved processes and equipment
- coordination with regulatory agencies regarding proposed or existing treatment process projects

The Fort Collins Water Treatment Facility (FCWTF) is an 87 million gallon per day (MGD) treatment plant that provides water to approximately 170,000 people on a daily basis. The FCWTF is one of the largest treatment plants in the state of Colorado and currently has no Plant Engineer and no Process Engineer on staff. Water industry best practices include a Plant Engineer and a separate Process Engineer at water treatment plants of this size as part of the respective day to day water treatment and asset management processes. The Cameron Peak Fire has had a long term detrimental effect on the raw water quality for the water treatment process, which requires extensive analysis and evaluation of water treatment processes. To date this work has not been performed due to the lack of an Engineer at the facility. The addition of this position will allow for proactive planning to deal with the effects of fires, drought, and overall climate change.

This Offer supports the following Strategic Objectives:

- SAFE 5.5 - Provide and maintain reliable utility services and infrastructure that directly preserve and improve public health and community safety.

4.28 Utilities: Water - Water Treatment Plant Master Plan - Offer Type: 1-Time Enhancement - Funded 2023 - \$0 2024 - \$700,000

This offer will fund the completion of an updated Master Plan (MP) for the Fort Collins Water Treatment Facility. Due to the critical nature of the Utilities drinking water infrastructure, we typically update Master Plans on a five- year rotation. MPs are a necessary part of our infrastructure asset management policy and allow staff to plan and prepare for upcoming challenges as well as understand how to replace aging assets in a fiscally responsible manner. Having up-to-date MPs is essential to eliminate large, unexpected rate increases to our customers. As population growth increases and water resources dwindle, it is necessary to understand future water demands as well as the processes and equipment necessary to continue to provide drinking water during peak summer demand periods. Post-fire water quality has also changed in the last seven years, and the MP will allow staff to address and plan for any necessary water treatment process changes to respond to the resulting water quality problems. The last MP was completed in 2015 and a new plan is needed to reflect changes due to increased population and climate change. The plan will be developed by an external consultant in close coordination with plant staff as well as staff from the new Planning group within the Utilities One Water structure.

This Offer supports the following Strategic Objectives:

- SAFE 5.5 - Provide and maintain reliable utility services and infrastructure that directly preserve and improve public health and community safety.

4.30 Utilities: Water - Water Treatment Roof Replacement - Offer Type: Capital Project - Unfunded 2023 - \$1,500,000 2024 - \$0

This offer will fund the replacement of the roof on the buildings housing Treatment Trains 5 and 6 at the Fort Collins Water Treatment Facility. This building is an integral and necessary part of the water treatment process and treats approximately 50% of the drinking water provided to Fort Collins Utilities customers. The roof was installed in 1999 as part of the T5/T6 expansion of the plant and has functioned well over the last 23 years. The Asset Management Program for the plant has assessed and recommended the roof replacement due to degradation from the sun and the wind at this exposed location. This is the last roof to be upgraded at the plant, as all other roofs were replaced over the last five years.

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This Offer supports the following Strategic Objectives:

- SAFE 5.5 - Provide and maintain reliable utility services and infrastructure that directly preserve and improve public health and community safety.

4.31 Utilities: Water - Water Treatment and Source of Supply Asset Replacement Program - Offer Type: 2023 - \$1,030,000 Asset Management-Ongoing - Funded 2024 - \$1,030,000

This offer funds the Capital Replacement program for the Fort Collins Water Treatment Facility , at several treated water storage tanks and pump stations, and in the Source of Supply (SOS) system that includes the Michigan Ditch, Joe Wright Reservoir and the Cache la Poudre River Intake Facility. Capital replacement includes the major maintenance and replacement of aging infrastructure. As part of its Asset Management Program, Utilities is committed to proactively managing its infrastructure, assets and resources to support reliable, high quality service to our water customers. In 2021, the facility treated more than 8.4 billion gallons of water while meeting and exceeding 100% of all state and federal requirements for safe drinking water. The ongoing replacement of critical infrastructure is essential for continuing to meet all state and federal drinking water regulations and to provide the high quality of water expected by our customers. Replacement projects are systematically identified through master planning and maintenance management programs (Maximo) and are included in the Utilities Capital Improvement Planning and prioritization process. Capital Improvement priorities are determined through established levels of service for quality, reliability, system capacity, regulatory compliance and efficiency. Performance targets for established levels of service and assessing the condition of assets drive the priorities of the capital replacement program and the projects outlined in this offer.

Planned replacement projects include, but are not limited to:

- Replacing sand and anthracite in dual media filters
- Replacing aging, leaking valves; old water pipelines; old tanks and pumps
- Replacing electrical components such as Motor Control Centers (MCCs), switches and Programmable Logic Controllers (PLCs)
- Replacing aging instruments
- Replacing building components such as roofs
- Coating walls
- Replacing aging water quality lab equipment

This Offer supports the following Strategic Objectives:

- SAFE 5.5 - Provide and maintain reliable utility services and infrastructure that directly preserve and improve public health and community safety.

4.32 Utilities: Water - Joe Wright Reservoir - Water Control Gate Replacement - Offer Type: Capital Project - 2023 - \$0 Funded 2024 - \$2,400,000

This offer will fund the replacement of the two main water control gates located at the base of Joe Wright Reservoir, which is currently the City's only water storage reservoir. The gates were originally installed in the 1970s, were damaged due to poor operations and then repaired in the 1980s, and now are in need of replacement due to metal corrosion and overall degradation due to the high mountain climate. Also, better operational functionality is desired and can be accomplished with replacement gates. Joe Wright Reservoir is a critical part of the City's water supply and storage system. The reservoir stores 5,400 acre feet of water from Michigan Ditch for use in the drinking water treatment process. The gates are essential for reservoir operation and are integral to the City's ability to capture and store water. A preliminary study and dive investigation indicates that the gates have corroded and need to be replaced within the next one to four years to ensure the continued operation of the dam. Due to water supply planning logistics, it takes one to three years to schedule this work. The gates are integral to the storage and management of our raw water supply and are considered a critical asset within five years of end-of-life: therefore, they are designated for immediate replacement within our Asset

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Management program.

This Offer supports the following Strategic Objectives:

- SAFE 5.5 - Provide and maintain reliable utility services and infrastructure that directly preserve and improve public health and community safety.

4.33 Utilities: Water/Wastewater - Cybersecurity Measures - MDT-AutoSave software - Offer Type: 2023 - \$130,000 Enhancement - Funded 2024 - \$60,000

This offer funds the installation of MDT AutoSave software, which will provide secure programming access, change management and program backup of operational control assets at the City's Water Production Division. These assets, commonly referred to as Programmable Logic Controllers (PLCs) are accessed and programmed using specialized software. The MDT AutoSave software will prevent unauthorized access to water treatment operations, PLC programming software and operating PLCs.

Programmable Logic Controllers are specialized industrial computers that control the majority of water treatment processes. PLCs are an integral piece of SCADA Systems, which also facilitate collection of key data used to monitor plant performance and ensure compliance with regulatory requirements. Installing MDT Autosave software in the operational technology environment is critical to the security of the treatment process. Along with the need for effective treatment, the installation of this software is driven by industry standards and federal legislation, such as the National Institute of Standards and Technology (NIST), Department of Homeland Security (DHS), American Water Works Association (AWWA), and America's Water Infrastructure Act of 2018. As threats such as cyber-attacks continue to grow, it is critical to have a SCADA system that is current and secure. Installing software security assets helps protect water treatment operations against cyber vulnerabilities and provides a more versatile system that allows optimization of business and operations.

Planned installation includes but is not limited to:

- Creation of a new virtual server for the Laporte Water Treatment Facility
- Installation of one instance of the MDT AutoSave software at the site
- Setup of the MDT AutoSave software
- Support of the MDT AutoSave software at the site for year 2023

This Offer supports the following Strategic Objectives:

- SAFE 5.6 - Protect mission-critical physical and virtual infrastructure, in addition to sensitive data, against new and increasing cybersecurity threats.
- ENV 4.4 - Provide a resilient, reliable, and high-quality water supply.

4.36 Utilities: Water - Transmission and Distribution - Offer Type: Ongoing - Funded 2023 - \$3,574,884 2024 - \$3,741,291

This offer will fund all Water Transmission and Distribution services, including the management, operations and maintenance of the following services:

Water Transmission & Distribution: Operates and maintains water mains, valves, hydrants, taps and water services for the City and Utilities customers. Responds to 24/7 customer service calls, leaks, breaks and other repairs needed in the system. Implements and manages the Cross Connection Backflow Prevention Program as required by the Colorado Department of Public Health & Environment.

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This offer funds in part the Utilities ongoing Computerized Maintenance Management System (CMMS), which provides work order management, planner scheduler staff, map revisions and inventories to provide accurate, mobile and relevant data to increase safety, effectiveness and efficiency when performing maintenance.

This Offer supports the following Strategic Objectives:

- SAFE 5.5 - Provide and maintain reliable utility services and infrastructure that directly preserve and improve public health and community safety.
- ENV 4.4 - Provide a resilient, reliable, and high-quality water supply.
- HPG 7.6 - Optimize technology, data analysis and process improvements to innovate, guide decisions and enhance service delivery.

4.37 Utilities: Water - Meters Operation and Maintenance - Offer Type: Ongoing - Funded

2023 - \$802,026

2024 - \$847,718

This offer funds all Water Metering services, including the management, operations and maintenance of the following services:

Water Metering: ensures that customers receive accurate, efficient and reliable metered water service and supports and provides an accountability service cost-recovery method for the Water Utilities. Proactively maintains and replaces water meters and modules through a strategic asset management process.

Computerized Maintenance Management System (CMMS): Water Utilities CMMS is in part funded by Water Meters Operations and Maintenance and provides work order management, planner scheduler staff, map revisions and inventories to provide accurate and relevant data to increase safety and efficiency when performing maintenance and responding to customer service calls.

This Offer supports the following Strategic Objectives:

- SAFE 5.5 - Provide and maintain reliable utility services and infrastructure that directly preserve and improve public health and community safety.
- ENV 4.4 - Provide a resilient, reliable, and high-quality water supply.
- HPG 7.8 - Evaluate the City's assets and infrastructure to most effectively prioritize funding that best maintains and protects those investments, while improving the customer experience.

4.38 Utilities: Water - Distribution Small Capital Projects - Offer Type: Asset Management-Ongoing - Funded

2023 - \$2,000,000

2024 - \$2,000,000

This offer will fund design and construction of smaller high priority water main replacement projects. This offer allows the Utility to adapt as conditions and priorities change by performing these projects using in house forces. As part of its Asset Management Program, Utilities determines its capital project priorities through established levels of service for regulatory compliance, product quality, capacity, reliability and efficiency. Performance and targets for established levels of service as well as organizational objectives drive the priorities of the Utilities Capital Improvement Plan. The City faces the challenge of replacing this aging infrastructure in a timely and cost effective manner that maintains a safe, reliable water service for the community. Systematic replacement of faulty lines minimizes inconveniences to customers and mitigates the need for emergency repairs.

The following areas are planned for replacement with this offer. These areas have high main break rates indicating very poor pipe condition and are predictive of an accelerated failure of pipe. In house construction crews can replace approximately 1.5 miles of pipe a year:

- Collindale

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- Spring Canyon Ct 500 BlkSouthmoor Village
- South Shores
- Oakridge Village
- Woodlands
- Willow Park

Changes in condition and other factors may change the priority over time. The Utility must be agile and adapt as necessary, which may change these projects over time.

This Offer supports the following Strategic Objectives:

- SAFE 5.5 - Provide and maintain reliable utility services and infrastructure that directly preserve and improve public health and community safety.
- ENV 4.4 - Provide a resilient, reliable, and high-quality water supply.
- ECON 3.5 - Invest in and maintain utility infrastructure and services while ensuring predictable utility rates.

4.39 Utilities: Water Meter Capital - Offer Type: Asset Management-Ongoing - Funded

2023 - \$850,000

2024 - \$850,000

Funding this offer will provide ongoing replacements of water metering infrastructure – both meters and communication modules – as the system ages or problems are identified. As part of its Asset Management Program, Utilities determines its capital project priorities through established levels of service. Performance and targets for established levels of service and organizational objectives drive the priorities of the Utilities Capital Improvement Plan. Meters are a very important part of the Water Utility Infrastructure. Water meters have been required for commercial and multi-family water customers for over 60 years and for single family residential customers since 1990. The Utility has more than 34,000 meters in the distribution system. Under typical conditions, meters must be repaired or replaced approximately every 15 years. Inaccurate water meters result in lost revenue and customer confidence. As meters wear out the Metering Division replaces them and rebuilds the old meter for future use.

This Offer supports the following Strategic Objectives:

- SAFE 5.5 - Provide and maintain reliable utility services and infrastructure that directly preserve and improve public health and community safety.
- ECON 3.5 - Invest in and maintain utility infrastructure and services while ensuring predictable utility rates.
- HPG 7.8 - Evaluate the City's assets and infrastructure to most effectively prioritize funding that best maintains and protects those investments, while improving the customer experience.

4.40 Utilities: Water - Meter Crawlspace Conversion - Offer Type: Enhancement - Funded

2023 - \$250,000

2024 - \$500,000

Funding this offer will develop an annual program to proactively move water meters that exist inside crawlspaces to a location outside the home in a meter pit that meets Utilities standards. During the metering project many decades ago, meters were installed at all homes and, in most cases, were placed in basements, bathrooms and crawlspaces. In the years following, preventative maintenance and replacement of these meters has been required to maintain billing accuracy; because they are located inside homes, these maintenance activities require appointment to perform the work. Scheduling appointments with customers and gaining access to their homes is a big enough challenge to performing effective and efficient maintenance, and crawlspace entry is especially difficult and dangerous.

Meters in crawlspaces introduce a number of significant hazards to employees. Entering a crawlspace requires a permitted confined space entry. It requires two

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operators for each and every job as well as specialized equipment, permits and additional time to perform routine maintenance. Other hazards to crawlspaces include:

- If an operator needs medical attention and can't be retrieved, then the customer's floor will need to be cut by emergency services
- Obstacles while knee or belly crawling; plumbing, HVAC, knee walls, dirt floors, furnaces, water heaters, rubbish, etc.
- Spiders, fecal matter, animals and insects
- Dust particulates, low oxygen, gasses, asbestos, etc.
- Molds, fungus, leaking sewage
- Skin puncture and abrasion materials; nails, glass, metal and sharp rocks

This offer would proactively remove approximately 100 of these meters from crawlspaces each year to a location in the yard that is accessible 24/7 and without appointment. This would allow only one operator to work, which would dramatically increase the number of meters able to be maintained per year.

This Offer supports the following Strategic Objectives:

- SAFE 5.5 - Provide and maintain reliable utility services and infrastructure that directly preserve and improve public health and community safety.
- ECON 3.5 - Invest in and maintain utility infrastructure and services while ensuring predictable utility rates.
- HPG 7.8 - Evaluate the City's assets and infrastructure to most effectively prioritize funding that best maintains and protects those investments, while improving the customer experience.

4.41 Utilities: 1.0 FTE - Water GIS Analyst I - Offer Type: Enhancement - Funded

2023 - \$81,782

2024 - \$102,597

GIS technology serves as the asset inventory of Water Utility horizontal assets. The water plants are currently being converted to GIS as well. The GIS analyst position(s) in Water Field Operations (WFO) is responsible for creating, maintaining and retiring those records. The GIS analyst also provides support to Utilities with creating map exhibits, maintaining web services, training and supporting desktop and field applications.

The Water GIS Analyst position will:

- Continue to support and further mature the Water Distribution, Wastewater Collection, and Stormwater Collection linear asset information
- Expand support of asset information for Water Reclamation and Water Production
- Support asset management with storage and evaluation of asset information including asset location, condition, probability and consequence of failure, ultimately aiding in smarter asset management decision-making

This Offer supports the following Strategic Objectives:

- SAFE 5.5 - Provide and maintain reliable utility services and infrastructure that directly preserve and improve public health and community safety.
- HPG 7.8 - Evaluate the City's assets and infrastructure to most effectively prioritize funding that best maintains and protects those investments, while improving the customer experience.
- HPG 7.6 - Optimize technology, data analysis and process improvements to innovate, guide decisions and enhance service delivery.

4.42 Utilities: Stormwater - Collection System Small Projects - Offer Type: Asset Management-Ongoing - Funded

2023 - \$2,000,000

2024 - \$2,000,000

This offer will fund design and construction of smaller, high-priority stormwater improvement projects. This offer allows the Utility to adapt as conditions and priorities

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change by performing these projects using in house forces. Each year, the Stormwater Utility designs and constructs storm sewer lines and infrastructure replacement projects to correct deficiencies in the system, upgrade facilities, expand capacity and rehabilitate underserved areas. The design and construction of these projects are done with Utility in house staff and construction crews, which allows for schedule flexibility, construction efficiencies and reduced design and construction costs. The Small Capital Projects are coordinated with other City departments to capitalize on opportunities for collaborative projects. An example of an opportunity project is replacing old or broken storm pipe before the Streets department paves the road to eliminate the risk of cutting new asphalt to repair the pipe later. Another example would be making repairs to streams or riverbanks ahead of Parks and Natural Areas trail projects.

Replacing these facilities brings them up to current standards, lowers long term maintenance needs, and protects habitat and property. As part of its Asset Management Program, Utilities determines its Small Capital Project priorities through established levels of service for sustainability, product quality, product availability, regulatory compliance, customer satisfaction and safety.

The offer will target areas with frequent flooding and aging pipe with high maintenance costs along with opportunities to coordinate with Engineering and Street Maintenance Programs:

- Construction of Laporte Ave Stormwater Improvements – from Whitcomb to Mason (design was completed with prior offer)
- Replacement of assets in the Mulberry and Shields Intersection
- Construction of Foothills Basin Stormwater Improvements in coordination

This Offer supports the following Strategic Objectives:

- SAFE 5.5 - Provide and maintain reliable utility services and infrastructure that directly preserve and improve public health and community safety.
- ENV 4.6 - Sustain and improve the health of the Cache la Poudre River and all watersheds within Fort Collins.
- HPG 7.8 - Evaluate the City's assets and infrastructure to most effectively prioritize funding that best maintains and protects those investments, while improving the customer experience.

4.43 Utilities: Stormwater - Cured in Place Pipe Lining - Offer Type: Asset Management-Ongoing - Funded **2023 - \$500,000** **2024 - \$500,000**

Funding this offer will improve the integrity of several thousand lineal feet of stormwater mains by installing Cured In Place Pipe (CIPP) lining. Portions of the stormwater collection system are at or approaching the end of their useful life. The deterioration of the pipes causes blockages and failures, and infiltration of ground water into the collection system resulting in soil and subgrade movement that can cause sinkholes and structural failures. Blockages and structural failures in the stormwater collection system can also result in localized and regional flooding. Lining a stormwater main can extend its useful life by nearly 50 years at a fraction of the cost of full pipe replacement requiring open excavation. This method is preferred in areas of poor access or where major construction would cause severe impacts to traffic or customers. CIPP lining is considered a 'trenchless' rehabilitation method as it does not require excavating in the street. CIPP is a jointless, seamless, pipe within a pipe to rehabilitate pipes. A resin saturated felt tube made of polyester, fiberglass cloth and several other materials suitable for resin impregnation is inverted or pulled into a damaged pipe.

It is usually done from the upstream access manhole. Lateral connections are also restored without excavation in the manhole or via a remote controlled device that drills a hole in the liner at the point of the lateral connection. As part of its Asset Management Program, Utilities determines its capital project priorities through established levels of service for regulatory compliance, product quality, capacity, reliability, and efficiency. Performance and targets for established levels of service as well as organizational objectives drive the priorities of the Utilities Capital Improvement Plan.

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This Offer supports the following Strategic Objectives:

- SAFE 5.5 - Provide and maintain reliable utility services and infrastructure that directly preserve and improve public health and community safety.
- HPG 7.8 - Evaluate the City's assets and infrastructure to most effectively prioritize funding that best maintains and protects those investments, while improving the customer experience.
- ECON 3.5 - Invest in and maintain utility infrastructure and services while ensuring predictable utility rates.

4.44 Utilities: Stormwater 1.0 FTE - Civil Engineer II - Offer Type: Enhancement - Unfunded

2023 - \$92,333

2024 - \$115,982

This position will provide more staff for the Water Utilities asset renewal program, which is critical for ensuring safe, reliable and resilient stormwater collection systems through replacement of aged and failing infrastructure. The Stormwater Civil Engineer will be responsible for planning and designing stormwater system replacement projects that have, over time, increased in complexity and risk due to an increasing amount of other utilities buried next to and in conflict with the location of the new system. In-house construction crews tasked with replacing these systems (see Offer 4.42 - Stormwater Small Projects) depend on this design work to continue to work year-round in an effective, efficient and, above all, safe manner.

The following lists workload increases and other reasons for this additional position:

- Ongoing construction of other utilities within the right-of-way has made it difficult to replace infrastructure without dedicated civil engineering design.
- Recent Subsurface Utility Engineering statutes (Senate Bill 18-167) require engineering to begin with existing utility identification and potholing to prevent damage to other utilities.
- The City requires a high interaction with other City projects in the communication and design stages that takes additional time to design and manage.
- Staff working on these designs were not dedicated designers and would help when workload permitted. These staff members are being re organized into a different structure and will no longer be available to assist with design.

The position will perform design in house, which allows for very close collaboration and shared ownership of projects between the engineer and the City construction crews. This level of coordination helps prevent safety concerns that arise in the field as well as keeps projects efficient which allows for quicker construction times and reduced disruption to traffic and customers.

This Offer supports the following Strategic Objectives:

- SAFE 5.5 - Provide and maintain reliable utility services and infrastructure that directly preserve and improve public health and community safety.
- ENV 4.6 - Sustain and improve the health of the Cache la Poudre River and all watersheds within Fort Collins.
- HPG 7.8 - Evaluate the City's assets and infrastructure to most effectively prioritize funding that best maintains and protects those investments, while improving the customer experience.

4.45 Utilities: Stormwater 3.0 FTE - Stormwater Utility Maintenance Operator - Offer Type: Enhancement - Funded

2023 - \$202,218

2024 - \$214,365

Funding this offer would increase the Stormwater Operations and Maintenance Division with 3.0 FTEs dedicated to the in-house construction crew that replaces aging and failed infrastructure and would also bring needed support to the maintenance, cleaning and inspection crew. The construction crew works on replacing stormwater infrastructure to increase Stormwater Utility levels of service and lower the risk of flooding in the community. The operations and maintenance tasks that would also be

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supported respond to customer service requests, clean pipes, improve water quality to the Cache La Poudre River and inspect infrastructure to improve capital improvement planning. The following are metrics that would see direct improvement by the approval and funding of these three positions:

- Stormwater maintains 214 miles of pipe with 15 miles receiving an inspection score of poor to very poor.
- 137 miles of stormwater pipe still needs to be scored to understand its condition.
- The stormwater system has 3,233 manholes and only approximately 6% have been inspected to understand condition score and defects.
- There is currently a backlog of more than 560 repair work orders that continues to grow for inlet repair, utility bore damage, manhole rehabilitation, pipe point of repairs, etc.

The Stormwater Utility continues to grow each year as new subdivisions are built within the City's Growth Management Area and when areas are annexed into the City. These subdivisions and annexations bring additional pipes, inlets, detention ponds, channels, etc. that need to be inspected and maintained in order to meet Utilities' level of service goals. In more than a decade the stormwater operations and maintenance division has not grown with FTEs while the amount of infrastructure needing to be replaced and maintained continues to grow.

This Offer supports the following Strategic Objectives:

- SAFE 5.5 - Provide and maintain reliable utility services and infrastructure that directly preserve and improve public health and community safety.
- ENV 4.6 - Sustain and improve the health of the Cache la Poudre River and all watersheds within Fort Collins.
- HPG 7.8 - Evaluate the City's assets and infrastructure to most effectively prioritize funding that best maintains and protects those investments, while improving the customer experience.

4.46 Utilities: Water - Distribution System Replacement - Offer Type: Asset Management-Enhanced - Unfunded	2023 - \$2,270,000
	2024 - \$3,200,000

This offer will provide design and construction for priority waterlines identified for replacement or rehabilitation.

This offer will implement strategies to cost- effectively maximize improvements to levels of service for the water distribution system such as quality, reliability, resiliency and safety. The Water Distribution Master Plan identified high priority portions of the system for replacement or rehabilitation based on the system age, main break history and fire flow capacity. The program will replace or rehabilitate aging water distribution infrastructure with new infrastructure that meets current standards. The program will focus on waterlines generally in the Downtown and City Park areas where Utilities records indicate the water system was installed in the early 1900s.

This enhancement to Offer 4.7 will allow for an increased rate of annual replacement from approximately 2.5 miles to 3.5 miles.

The Waterline Replacement Program will improve levels of service for quality, reliability, resilience and safety. If aging waterlines are not replaced, the water system will continue to see an increase in main breaks and water quality incidents, and a decrease in fire flow capacity.

This Offer supports the following Strategic Objectives:

- SAFE 5.5 - Provide and maintain reliable utility services and infrastructure that directly preserve and improve public health and community safety.
- ECON 3.5 - Invest in and maintain utility infrastructure and services while ensuring predictable utility rates.

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4.47	Utilities: 1.0 FTE Project Manager (Civil Engineer II) - Offer Type: Enhancement - Unfunded	2023 - \$35,339
		2024 - \$55,989

This offer will fund a 1.0 FTE project manager in support of the Water, Wastewater and Stormwater capital improvement programs.

The Water, Wastewater and Stormwater utilities have an extensive capital improvement program over the next 10 years with a total investment of over \$500 million. This investment is a combination of constructing new infrastructure as well as replacing existing infrastructure, such as aging water distribution and wastewater collection pipes. This position will provide project management services for these projects to ensure infrastructure is designed and constructed to meet established objectives for quality, budget, schedule, permitting compliance and public outreach. This position will also play a critical role in coordination with other City departments and third-party utility providers related to construction projects in the public right-of-way.

If this position is not funded, the number of capital projects that could be delivered would need to be reduced or project management services would need to be provided through a third-party consultant at a greater cost.

This Offer supports the following Strategic Objectives:

- SAFE 5.5 - Provide and maintain reliable utility services and infrastructure that directly preserve and improve public health and community safety.
- ENV 4.6 - Sustain and improve the health of the Cache la Poudre River and all watersheds within Fort Collins.

4.48	Utilities: 1.0 FTE Construction Inspector - Offer Type: Enhancement - Unfunded	2023 - \$66,556
		2024 - \$33,609

This offer will fund a 1.0 FTE construction inspector in support of the Water, Wastewater and Stormwater capital improvement programs.

The Water, Wastewater and Stormwater utilities have an extensive capital improvement program over the next 10 years with a total investment of over \$500 million. This investment is a combination of constructing new infrastructure as well as replacing existing infrastructure, such as aging water distribution and wastewater collection pipes. This position will provide construction inspection services for these projects to ensure infrastructure is installed in accordance with engineering designs and specifications. Much of the water utility infrastructure is buried, so inspection at time of construction is critical for the long-term operations of these assets. This position will also be available during the design process to provide valuable input on construction details and specifications.

If this position is not funded, construction inspection for these projects would be performed by the project manager or a third-party consultant. A dedicated position for construction inspection is the most cost- effective approach to provide these services.

This Offer supports the following Strategic Objectives:

- SAFE 5.5 - Provide and maintain reliable utility services and infrastructure that directly preserve and improve public health and community safety.
- ENV 4.6 - Sustain and improve the health of the Cache la Poudre River and all watersheds within Fort Collins.

4.49	Utilities: Water Quality Services - Water Quality Lab (WQL) - Offer Type: Ongoing - Funded	2023 - \$1,212,374
		2024 - \$1,255,710

This offer funds the operation of the Utilities' Water Quality Laboratory (WQL), which plays a key role in ensuring that Fort Collins' drinking water is safe and high quality

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from the time it leaves the treatment facility to when it reaches a customer's home or business. The WQL is certified by the State of Colorado for the analysis of drinking water, which enables the lab to conduct the sampling, testing and reporting for the Water Treatment Facility, as required under Colorado's Safe Drinking Water regulations.

The WQL also supports other City departments, customers, and the community with a wide range of water quality sampling and testing services, including:

- Weekly analysis of raw water supplies in Horsetooth Reservoir and the Poudre River
- Weekly sampling across 31 sites in the City's drinking water system to ensure consistent quality
- Annual Lead and Copper testing program
- Providing high quality data for water supply planning, spill response, and wildfire effects monitoring
- Testing and information for customers who have water quality questions or concerns
- Post-installation testing of new water mains

Operation of the WQL also requires staff to maintain and operate eight different types of sophisticated water quality testing instruments, manage a specialized database and oversee a laboratory Quality Assurance Program. These functions ensure proper handling of water quality samples and ensure high quality data.

This offer funds the personnel, equipment, materials and services necessary to meet and exceed regulatory requirements for safe drinking water, and to support treatment operations and water supply planning efforts in a safe and cost-effective manner.

This Offer supports the following Strategic Objectives:

- SAFE 5.5 - Provide and maintain reliable utility services and infrastructure that directly preserve and improve public health and community safety.

4.51 Utilities: Water Quality Services - Source Watershed Protection - Offer Type: Asset	2023 - \$140,000
Management-Ongoing - Funded	2024 - \$140,000

This offer will fund continued protection of the City's source water supplies Horsetooth Reservoir and the Poudre River through investment in watershed protection and forest health management projects, conducted in collaboration with local and regional partners including the Coalition for the Poudre River Watershed (CPRW), the US Forest Service, NoCo Fireshed Collaborative and others.

The City owns less than 1% of the watersheds that provide our drinking water supplies and must work collaboratively across private and public land ownership boundaries to manage and protect these areas and the quality water supplies they provide.

The following examples are types of projects this funding would support:

- targeted hazard fuels reduction (tree thinning) to reduce risks from future wildfires
- post fire restoration projects to improve water quality and river health
- stream channel stabilization for reducing sediment erosion
- mitigation of other dispersed pollution threats
- development of regional collaborative source water protection plans

Since 2017, Utilities has worked with CPRW and other partners to implement targeted watershed protections, largely guided by the 2016 Poudre Watershed Resiliency Plan, which identified 53,000 priority acres in need of treatments to protect values at risk. It is expected that the Cameron Peak Fire will dramatically reshape original protection priorities and create new needs for watershed protection.

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This offer will directly fund planning, implementation and material costs for both existing and newly prioritized watershed protection projects. By working collaboratively with CPRW and other partners, the City can more effectively work across land management jurisdictions and leverage financial investments for broader impact. This helps maintain the continuity of water supplies, reduce treatment costs and protect the health of the Poudre River.

This Offer supports the following Strategic Objectives:

- SAFE 5.5 - Provide and maintain reliable utility services and infrastructure that directly preserve and improve public health and community safety.
- ENV 4.6 - Sustain and improve the health of the Cache la Poudre River and all watersheds within Fort Collins.

4.52 Poudre River Flow Consolidation Upstream of College Avenue - Conceptual Design - Offer Type: **2023 - \$0** **Capital Project - Funded** **2024 - \$250,000**

This offer will fund the conceptual level design effort to advance the feasibility study and work on the Poudre River Flow Consolidation Upstream of College Avenue. The purpose is to address flooding risk and overtopping of College Avenue during a 100- year storm, increase river health, enhance base flows through the City's urban corridor, and improve public safety for people enjoying the river.

In order to consolidate the 100- year Poudre River runoff beneath the College Avenue bridge, improvements were needed both downstream and upstream of the crossing. The downstream improvements were completed in conjunction with the construction of the Whitewater Park. There are several improvements still needed on the upstream side to eliminate overtopping of College Avenue and reduce flooding risk to the public, existing structures, and adjacent properties, as well as public and private infrastructure. One of these improvements is to relocate the existing Lake Canal diversion and structure located on the Poudre River upstream of the College Avenue Bridge and combine the point of diversion for Lake Canal water with an existing diversion structure further downstream. Recent analysis indicates there are realistic opportunities to achieve this diversion relocation.

The conceptual design phase will build upon the recent and ongoing feasibility analysis and begin the design process by collaborating with stakeholders, developing alternative concepts and completing cost estimates. A major portion of this work will be stakeholder engagement, especially with the involved irrigation companies, to develop agreeable concepts for the potential relocation. Internal collaboration will also be critical as the project area at the current Lake Canal diversion also impacts Natural Areas, Parks, and private lands.

The main deliverable for this project will be Conceptual Level Design Drawings and Cost Estimates for the recommended improvements.

This Offer supports the following Strategic Objectives:

- SAFE 5.5 - Provide and maintain reliable utility services and infrastructure that directly preserve and improve public health and community safety.
- ENV 4.6 - Sustain and improve the health of the Cache la Poudre River and all watersheds within Fort Collins.
- CR 2.4 - Identify criteria, process, and funding options to revitalize neighborhood and community parks to meet modern design standards, per the newly adopted 2021 Parks and Recreation Plan.

4.53 Utilities: Stormwater - Fossil Creek and Stanton Creek Stream Rehabilitation - Offer Type: Asset **2023 - \$1,000,000** **Management-Enhanced - Funded** **2024 - \$4,000,000**

Funding this offer will complete the design and construction for stream rehabilitation water quality improvements within the Fossil Creek stormwater basin.

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Stream improvements will include stabilizing the creek beds and banks through a combination of bio engineered designs, earth moving, regrading and re vegetation. This Fossil Creek/Stanton Creek project will require dedication of easement from property owners to construct and maintain the improvements. The project will address severe erosion and vertical banks that are a threat to private property, stormwater conveyance, and water quality. Water quality improvements will include retrofitting existing stormwater facilities such as detention basins and swales to treat stormwater runoff.

In 2012, City Council approved an update to the Stormwater Master Plan to incorporate environmentally focused projects such as stream rehabilitation and water quality best management practices (BMP) regional projects and retrofits. Each stormwater basin (13 basins) across Fort Collins has its own individual basin plan, which in turn is comprised of Flood Protection and Mitigation Plans and newly incorporated stream rehabilitation projects and regional water quality BMP Retrofit projects. The Stream Rehabilitation and Enhancement Program (SREP) projects were prioritized in 2012 using a Multi Criterion Decision Analysis (MCDA) tool created to provide a flexible, rational and transparent means to rank and prioritize projects.

Fossil Creek/Stanton Creek stream reaches 1 1 are the next priority project for the SREP. The Fossil Creek reach is from the culvert crossing at the Union Pacific RR to the Trilby Road bridge and from the Stanton Creek confluence upstream to the Greenstone subdivision north of Carpenter Road.

This Offer supports the following Strategic Objectives:

- SAFE 5.5 - Provide and maintain reliable utility services and infrastructure that directly preserve and improve public health and community safety.
- ENV 4.6 - Sustain and improve the health of the Cache la Poudre River and all watersheds within Fort Collins.

4.54 Utilities: Water Quality Services - 1.0 FTE Watershed Specialist - Offer Type: Enhancement - Unfunded **2023 - \$82,410** **2024 - \$103,519**

Funding this offer will add a full-time Watershed Specialist position to support the Utilities Watershed Program (Program), bringing the staffing level to 3 employees. The Program's mission is to monitor and protect the quality of the City's drinking water supplies and the health of the Poudre River and its contributing watersheds. Over the last 5 years, the demand for Program services has increased significantly to meet evolving business needs; however, it has been 10 years since an additional full-time staff was added to the program to assist with the additional workload.

Core services provided by the Program include managing 3 regional water quality monitoring programs, project support for other City departments, and mitigating threats to our water supplies. Areas of recent growth include:

- Spill Response Plan development and execution
- Expanded Upper Poudre water quality alert system
- Cameron Peak Fire recovery support
- Wildfire hazard mitigation projects to protect Halligan Reservoir and Michigan Ditch water infrastructure
- Expanded monitoring of Halligan Reservoir and N. Fork Poudre River
- Development of Urban Lakes Water Quality Management Policy & Guidance

At the current staffing level, the City must rely on contracted services to supplement Watershed Program's capacity for internal water quality-related projects including monitoring for Halligan Reservoir Enlargement (data collection on Seaman Reservoir), Fossil Creek Reservoir study, and E.coli tracking on the Poudre River. Another foreseeable near-term need is development support for a regional water quality program to support Poudre River protections as future water supply projects are permitted.

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The addition of a third FTE to the Watershed Program would allow for the strategic re-distribution of staff workloads, improved data reporting and communication, and the ability to provide high quality services that meet current and near future business needs.

This Offer supports the following Strategic Objectives:

- SAFE 5.5 - Provide and maintain reliable utility services and infrastructure that directly preserve and improve public health and community safety.

4.55 1.0 FTE - Water Engineer II - *Offer Type: Enhancement* - Unfunded

2023 - \$92,333

2024 - \$115,982

This position will provide more staff for the Water Resources Division (WRD), which is critical in ensuring safe, reliable and resilient water supplies for Utilities water customers. Developing and managing the Utilities water supplies have increased in complexity and duties, leading to more workload than WRD can manage. The following lists workload increases and other reasons for this position:

- Recent 50% loss of WRD staff and near-term retirement of another that requires significant training and overlap
- Increased focus on permitting and preparation for the use of the Halligan Water Supply Project
- Increasing focus on issues related to multiple water providers in the GMA (e.g., Montava, affordable housing, etc.)
- Reacting to significant impacts to the use/availability of our water (e.g., Cameron Peak and East Troublesome Fires, Colorado River Compact issues, etc.)
- Increased interaction with other City departments on water supply matters (e.g., Parks irrigation/acquisitions, Natural Areas water rights use, in stream flows, regional projects like NISP and Thornton Pipeline, etc.)
- More complex water supply and demand modeling required to plan for climate change and other vulnerabilities
- Increased issues around the City's ownership of local ditch company shares (e.g., more City board representation, tree removal projects, etc.)
- Increased operational needs for the use of Rigden Reservoir, a \$14M facility with no additional staffing
- Recent and future changes to how Utilities assesses development for new/changed water use (i.e., Water Supply Requirements) and associated water allotments
- Increased amount and complexity of water rights usage and State required accounting for an asset valued over \$3B

This position will help WRD address the growing complexity of water supply-related issues and lead to more proactive water supply & demand management to increase water reliability & resiliency while reducing long term costs for our customers & the community.

This Offer supports the following Strategic Objectives:

- SAFE 5.5 - Provide and maintain reliable utility services and infrastructure that directly preserve and improve public health and community safety.
- ENV 4.4 - Provide a resilient, reliable, and high-quality water supply.
- ENV 4.1 - Intensify efforts to meet 2030 climate, energy and 100% renewable electricity goals that are centered in equity and improve community resilience.

13.1 Police Office of the Chief and Administration - *Offer Type: Ongoing* - Funded

2023 - \$7,122,065

2024 - \$7,447,790

This offer funds the central leadership, accountability, budget/finances, public outreach, crime analysis, accreditation, research and personnel functions for Police Services.

The Office of the Chief includes the positions of Chief of Police, Deputy Chief of Police, Public Relations Manager, an Executive Administrative Assistant and an

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Administrative Assistant.

The Chief of Police is the chief executive officer of Police Services. The Deputy Chief of Police oversees the Administration Division and serves as the Chief of Staff of the Police Executive Staff. The Public Relations Manager is the primary representative to the media and is responsible for public relations/outreach.

Administration consists of Professional Standards, the Personnel & Training Unit, Internal Affairs, Budget/Finance, R&D, Crime Analysis, Accreditation, and policy management.

The Personnel & Training Unit is responsible for recruiting, hiring and training all police personnel. The unit consists of one lieutenant, two sergeants, five officers, an investigator, an administrative assistant and one hourly employee.

Internal Affairs investigates allegations of misconduct by police employees. The office is staffed by one sergeant and one lieutenant who also manages accreditation.

Budget & Finance is staffed by one financial analyst and one financial technician responsible for agency budget development, accounts payable, revenue tracking, grant management and financial planning.

The Crime Analysis Unit consists of two analysts who gather and analyze data to produce products for officer deployment and agency performance management, benchmarking, reporting to the community, and resource allocation.

The division supports the agency through listed functions and supports other service areas by conducting background investigations, providing data to the City Manager and Council, facilitating limited law enforcement commissions, and collaborating on public engagement and safety messaging.

This Offer supports the following Strategic Objectives:

- SAFE 5.2 - Meet the expected level of policing services as the community grows and changes through innovative and non-traditional service delivery models.
- SAFE 5.1 - Improve overall community safety while continuing to increase the level of public trust and willingness to use emergency services.

13.2 Police Patrol Services - Offer Type: Ongoing - Funded

2023 - \$16,259,126

2024 - \$17,233,086

This offer funds the Patrol Division, which includes all the necessary elements for the response to calls for service, proactive enforcement, and quality of life enhancing activities for the community. The funding in this offer staffs an Assistant Chief, 10 shifts of police officers, and community service officers who respond to a myriad of incidents ranging from minor municipal violations and service requests to disturbances, traffic collisions and serious felony crimes.

The Patrol Division has had a goal of keeping response times for emergent incidents in parity with benchmark cities. Priority 1 are emergent calls for service including, but not limited to, burglary in progress, kidnapping, robbery, shooting, stabbing and weapons calls. The goal for emergent incidents is to arrive at the scene within 5:30 minutes of someone calling 911. In 2021, Police Services received 189 priority one calls and met that goal with an average response time for the year of 4:40, down from 2020 when the average was 4:46.

The 2021 Community Survey showed people feel safe in their neighborhoods and in Fort Collins overall, particularly during the daylight hours. However, police visibility and crime prevention were at their lowest levels, highlighting the need to increase officers' proactive time.

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This Offer supports the following Strategic Objectives:

- SAFE 5.2 - Meet the expected level of policing services as the community grows and changes through innovative and non-traditional service delivery models.
- SAFE 5.1 - Improve overall community safety while continuing to increase the level of public trust and willingness to use emergency services.

13.3 Police Special Operations Division - Offer Type: Ongoing - Funded

2023 - \$9,494,951

2024 - \$10,046,836

This offer funds the Police Special Operations Division, which includes 1 Assistant Chief, 3 lieutenants, 8 sergeants, 6 corporals, 46 officers, 1 full-time civilian and 6 hourly civilians.

The Emergency Management and Special Events lieutenant works with City departments and the community on emergency and special events management. The traffic unit reports to this Lieutenant.

- Traffic Unit: 1 sergeant, 1 corporal, 5 traffic officers, and 6 hourly civilians who operate two photo radar vehicles. This team leads the enforcement of traffic safety and CRASH investigations.

Community Policing: one lieutenant is responsible for leading the agency's community policing teams and initiatives. The following units report to the Community Policing Lieutenant:

- District One Nights: 1 sergeant, 1 corporal and 6 officers. The D1 night team's primary focus is to provide a safe nightlife environment in the Downtown area.
- District One Days: 1 sergeant, 4 officers, 1 liquor compliance officer and 1 marijuana compliance officer. The D1 day team focuses on quality-of - life issues in the Downtown area. A large amount of the team's time is devoted to addressing disruptive behaviors of the homeless/transient population.
- Neighborhood Engagement Team (NET): 1 sergeant, 1 corporal, and 7 police officers. NET addresses crime prevention and neighborhood quality-of - life issues using proactive community policing.
- School Resource Officers: 1 sergeant, 2 corporals and 11 police officers provide essential safety and outreach in the schools. By contract, PSD and the City each pay 50% of this program.

The Tactical Operations Lieutenant manages the SWAT Team, K9 Unit, UAS (Drone) Program, Mental Health Co Responder initiative, and the Hazardous Devices Team.

- SWAT Team: 1 sergeant is assigned full time to lead 24 part-time SWAT operators.
- K9 Team: 1 Sergeant and 7 officer handlers.
- Mental Health Response Team: 1 Sergeant and 4 officers

This Offer supports the following Strategic Objectives:

- SAFE 5.1 - Improve overall community safety while continuing to increase the level of public trust and willingness to use emergency services.
- SAFE 5.2 - Meet the expected level of policing services as the community grows and changes through innovative and non-traditional service delivery models.
- NLSH 1.2 - Collaborate to leverage community partners' expertise in addressing priority human service issues like poverty and mental health, and to make homelessness rare, brief and non-recurring.

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13.4 Police Criminal Investigations Division - Offer Type: Ongoing - Funded

2023 - \$9,332,402

2024 - \$9,817,490

This offer funds the Criminal Investigations Division (CID), comprised of ten units: Northern Colorado Drug Task Force (NCDTF), Criminal Impact Unit (CIU), Property Crimes Unit (PCU), Victim Services Unit (VSU), Financial Crimes Unit (FCU), Crimes Against Persons Unit (CAPU), Forensic Services Unit (FSU), Northern Colorado Regional Forensics Lab (NCRFL), General Investigations Unit (GIU), and Property & Evidence (P&E).

CID investigates felony- level crimes with meticulous accuracy, timeliness and respect for all people. These crimes include homicide, sex assault, robbery, burglary, theft arson, aggravated assault, and motor vehicle theft. CID also investigates fraud, deceptive sales and business practices, computer crimes, identity theft, gang crimes, repeat offenders/fugitives, and registered sex offenders. As required by state statute, CID also manages services to victims of crime.

Common denominators of any investigation are serving the victim, managing the digital forensics, and collecting evidence at the crime scene. In each area, the complexity of the assignment and the demand for service has continued to grow. Similarly, the expectations of the public, courts, prosecutors, and other stakeholders has also risen. The services provided by the FSU are used in every major case, and their use in other, lower- level cases continue to grow, especially in digital forensics.

The CIU investigates and helps prevent violent crime including assaults with weapons, shootings, and gang-related investigations. They pursue & apprehend dangerous felony fugitives & manage the City's Sex Offender Registration program. CIU is a resource to every division & works closely with the FBI, U.S. Marshals, Larimer County Sheriff's Office, NCDTF, and Loveland Street Crimes unit.

Overall, CID cases have increased 30.4% since 2019. In 2019 CID opened 771 cases; in 2020 CID had 861; and in 2021 there were 1,005. Supporting this offer is essential to stem the tide of rising caseloads.

This Offer supports the following Strategic Objectives:

- SAFE 5.1 - Improve overall community safety while continuing to increase the level of public trust and willingness to use emergency services.
- SAFE 5.2 - Meet the expected level of policing services as the community grows and changes through innovative and non-traditional service delivery models.
- SAFE 5.7 - Reduce incidents of, and impacts from, disruptive and unwanted behaviors through working closely with the community's human service providers to offer creative approaches that balance compassion and consequences.

13.5 Police Information Services - Offer Type: Ongoing - Funded

2023 - \$7,850,153

2024 - \$8,266,204

Funding this offer supports the Police Information Services Division, which is made up of three units: Fort Collins 911 (Dispatch), Police Records, and Technical Services. These services are essential criminal justice functions protecting residents. The functions provide police call entry and dispatch services (911 and non-emergency) for police, fire and ambulance; record production, maintenance and release; and broad technology and communications support.

Fort Collins 911 provides critical call-taking and dispatch services for FCPS, Poudre Fire Authority (PFA), University of Colorado Health (UCH) ambulance, Wellington Fire Department, Platte River Fire Department, Natural Areas Rangers, City Park Rangers, and, at times, Transit Service Officers.

Police Records handles all records produced and managed by FCPS. This includes data entry and management of all the paperwork generated by officers, as well as records release to the court and public.

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Police IT and Technical Services research, install, maintain, and support a wide range of traditional IT assets, as well as FCPS's specialized assets and systems. Some examples include: Police radios, security cameras, Police laptops, audio/visual systems, Police phones and associated apps and software, wireless air cards management, Police tablets and associated apps and software, Police interview room systems, Police networks, Police network switches, Police storage systems, Police access control security systems, Police identity management systems, Police uninterrupted power supply systems, Police phone systems (IP and landline), Police printers and copiers, Computer Aided Dispatch Systems, evidence management systems, and Records Management Systems.

This Offer supports the following Strategic Objectives:

- SAFE 5.1 - Improve overall community safety while continuing to increase the level of public trust and willingness to use emergency services.

13.6 Police Vehicle Program - Offer Type: Ongoing - Funded

2023 - \$2,361,443

2024 - \$2,162,362

This offer covers the fleet operational and maintenance costs for vehicles assigned to all five divisions of Fort Collins Police Services. This offer supports all of the operation & maintenance (O&M) expenses for all marked and unmarked police vehicles, including police motorcycles; vehicles allocated to volunteer & civilian staff pool usage; specialized support vehicles and trailers used for riot response, scene command, SWAT team response, Bomb Squad response, collision investigation and crime scene investigations; & ten pool cars that officers can use while their patrol car is being serviced or is otherwise unavailable.

Police Services has utilized the One to One Car Plan for approximately 40 years. The plan assigns a car to every police officer in the agency. By assigning vehicles to sworn officers, the agency is able to rapidly call upon a highly scalable number of officers to respond to any situation, with all of the required equipment needed. Additionally, the one to one concept acts as a deterrent to potential traffic violations & criminal acts by increasing police visibility throughout the community, lending to a greater police presence than on-duty vehicles could achieve alone.

Officers are required to carry all necessary equipment for the performance of their duties in their patrol cars. In the event of an emergency, officers can respond directly from home to the scene fully equipped, saving valuable time otherwise used to respond to the police department or service center to pick up a vehicle & equipment.

The One to One Car Plan is a valuable component to Fort Collins Police Services' Community Policing model. Additionally, the vehicles are significantly better maintained, as each vehicle is primarily used by only one officer who is responsible for the care & maintenance of their vehicle. It also results in replacing vehicles much less frequently. FCPS vehicles generally last eight to ten years, whereas pool vehicles last an average of four years.

This Offer supports the following Strategic Objectives:

- SAFE 5.2 - Meet the expected level of policing services as the community grows and changes through innovative and non-traditional service delivery models.
- ENV 4.1 - Intensify efforts to meet 2030 climate, energy and 100% renewable electricity goals that are centered in equity and improve community resilience.

13.7 Police Radio Infrastructure - Northern Colorado Regional Communications Network (NRCN) - Offer Type: Ongoing - Funded

2023 - \$79,741

2024 - \$58,224

This offer funds critical radio infrastructure and assets for the Northern Colorado Regional Communications Network (NRCN). The NRCN was established when regional partners collaborated to ensure the regional emergency radio communications system was managed, regulated and had oversight in the use and maintenance

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of the system. Partner and member agencies include Fort Collins Police Services, City of Loveland, Larimer County, Poudre Fire Authority, Poudre School District, Colorado State University, Estes Park Police, Estes Park Medical Center, Estes Valley Fire Protection, Estes Park Public Works, University of Colorado Health, Banner Health, Berthoud Fire, Bureau of Reclamation, Federal Protective Service, Loveland Fire Rescue, McKee Medical Center, Northern Colorado Water Conservancy District, Thompson Valley EMS, Wellington Fire, and Windsor Severance Fire.

In 2018, Larimer County became a new regional partner to NCRCN and a new structure and Intergovernmental Agreement (IGA) was created. The City entered into the IGA with the City of Loveland and Larimer County and agreed to a division of NCRCN assets and towers among the primary partners. With the agreement, the City of Fort Collins has ownership of two of the five radio tower sites and the responsibility for maintaining equipment, radios and required services at those sites (Horsetooth and Poudre Valley Hospital) to ensure compliance with the State of Colorado's Digital Trunked Radio System (DTRS).

Maintaining this critical infrastructure includes the costs of ongoing maintenance and upgrades as required for functionality and to ensure compliance with the DTRS. Member contributions help offset costs for upgrades and any new functionality necessary to provide or enhance radio services. Without this funding, Police Services and many other agencies are at risk of having outdated infrastructure and will not be able to meet regional radio needs and partnership commitments.

This Offer supports the following Strategic Objectives:

- SAFE 5.4 - Provide ubiquitous emergency communication and comprehensive emergency preparedness and management.
- SAFE 5.6 - Protect mission-critical physical and virtual infrastructure, in addition to sensitive data, against new and increasing cybersecurity threats.

13.8 Police Photo Red Light & Photo Radar Program - *Offer Type: Ongoing - Funded*

2023 - \$990,283

2024 - \$1,014,235

Funding for this offer maintains the Police Photo Radar/Red Light photo enforcement system consisting of two Photo Radar speed vehicles and eight Photo Red Light systems, helping to address safety concerns through the effective use of technology.

Due to limited resources in officer staffing, Photo Radar technology serves to effectively extend traffic enforcement in the community in a cost-effective manner. The Photo Radar program is self - funding and provides the revenue necessary to maintain program operations through collected fines. This innovative program also provides for other operational and administrative needs created by traffic issues for the Municipal Court and City Attorney's Office. This funding saves hundreds of thousands of dollars from the General Fund, furthering traffic safety without the inherent trade offs of using General Fund dollars.

The six hourly civilian Photo Radar operators work both daytime and evening/weekend hours. They are dedicated solely to operating the photo radar vans for speed enforcement and reviewing Photo Red Light Camera violations. Photo Red Light systems themselves are self sufficient and require no personnel for their operation. This offer maintains service levels provided in 2022.

This Offer supports the following Strategic Objectives:

- SAFE 5.2 - Meet the expected level of policing services as the community grows and changes through innovative and non-traditional service delivery models.
- TM 6.1 - Improve safety for all modes and users of the transportation system to ultimately achieve a system with no fatalities or serious injuries.

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13.9	Police Colorado Regional Information Sharing Project [CRISP] - Offer Type: Ongoing - Funded	2023 - \$925,340
		2024 - \$989,893

Funding this offer will continue the regionally shared Computer Aided Dispatch (CAD), Records Management System (RMS), Jail Management System (JMS), and Mobile Data System (connectivity for officers and other emergency field units). This offer funds ongoing costs including software and hardware maintenance.

As a member of the Colorado Regional Information Sharing Project (CRISP), Fort Collins Police Services (FCPS) has been partnering with other public safety agencies to share one computerized public safety software system. This system enables all Larimer County agencies to share accurate and timely information, which assists in developing and sustaining a safe community. FCPS is a leader in using computer technology to enhance public safety and provides high quality law enforcement services to residents.

As of 2018, the county-wide regional system has been the result of an intergovernmental agreement (IGA) with the City of Fort Collins, the Larimer County Sheriff's Office, and the City of Loveland. This IGA allows the three partners to share equally in the costs, use and management of the system. With the City of Loveland joining in 2018, their participation provided the last step needed for a county wide system enhancing regional interoperability including the 911 Centers. The CAD and Mobile applications have been operational since September 2020 and the Records system and Jail since December 2020. This system allows for business alignment, incident management and situational awareness among all user agencies.

CRISP agencies continue to improve service to Larimer County residents through more timely and accurate shared information. The participating agencies continue to build alliances that enhance interoperability and shared benefits, such as instantaneous information sharing and emergency response coordination. Each of the partner agencies shares in the funding with two thirds of this funding being reimbursed by Larimer County and Loveland.

This Offer supports the following Strategic Objectives:

- SAFE 5.1 - Improve overall community safety while continuing to increase the level of public trust and willingness to use emergency services.
- HPG 7.6 - Optimize technology, data analysis and process improvements to innovate, guide decisions and enhance service delivery.
- SAFE 5.3 - Partner with Poudre Fire Authority to provide high-quality fire prevention, community risk reduction and emergency response services.

13.10	Police Regional Training Facility - Operation and Maintenance - Offer Type: Ongoing - Funded	2023 - \$429,469
		2024 - \$436,368

The Northern Colorado Law Enforcement Training Center (NCLETC) is a partnership with the City of Loveland to build and operate a world-class law enforcement training facility. The facility opened for limited use in March of 2021 and has been used by both agencies regularly since then. The facility is also available for use for outside agencies and limited use by private groups. The facility is comprised of a driving track, driving skills pad, indoor firearms range and administrative/classroom space.

This offer is to cover ongoing operations of the NCLETC. These costs are shared 50-50 with the City of Loveland; this offer includes the City of Fort Collins annual payment, operation and maintenance expenses, as well as a Campus Manager position and Campus Coordinator position.

The NCLETC is located on land that is part of the Northern Colorado Regional Airport which is jointly owned by Fort Collins and Loveland. This offer covers the \$189k land lease payment to the Northern Colorado Regional Airport.

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The full operational expenses for the NCLETC are expected to be \$657k (2023) and \$675k (2024) which are then split 50-50 by Loveland and Fort Collins. These expenses will be offset by an expected revenue of \$88k (2023) and \$90k (2024) thereby bringing the total estimated impact to Fort Collins to \$240k (2023) and \$247k (2024). In addition, because the airport is jointly owned by the two cities, an additional \$189k is budgeted for the lease payment for the airport. Since the NCLETC opened in the first quarter of 2021, there has not been a full year of actual expenses and revenue; the budgeted expenses are still estimated amounts.

This Offer supports the following Strategic Objectives:

- SAFE 5.2 - Meet the expected level of policing services as the community grows and changes through innovative and non-traditional service delivery models.

13.12 14.0 FTE - Police Officers (7.0 FTE added per year) - Offer Type: Enhancement - Unfunded

2023 - \$969,929

2024 - \$2,128,067

This offer will fund 14 new police officers over the next two years: seven in 2023 and seven in 2024. Each year Fort Collins experiences growth in its population. With the increase in community members comes increases in traffic, density in certain parts of the community and crime. The growth in density, or numbers of individuals in specific areas, contributes to the increase in crime with more people in a small area. In addition, the density inhibits the officers' ability to quickly move from one part of the city to another, adversely affecting response times to emergencies.

Fort Collins has consistently experienced greater than 2% population growth per year, necessitating growth in the number of police officers needed to provide additional resources to impact criminal activity and to investigate crimes. Complex felony crimes necessitating significant follow-up are often forwarded to detectives in the Criminal Investigations Division. Detectives' caseloads have increased over the years, with detectives carrying a large number of cases at any given time. Since 2019, detectives' case totals have steadily risen, with 2020 seeing an 11.7% jump, and 2021 another 17%. Year-over-year percentage increase in caseload has created significant strain on the detective ranks. Detective staffing was reduced by two detectives in 2019, and this BFO offer for an increase in officers would include bringing the detective staffing back to the 2019 staffing level. Detectives strive to complete thorough, comprehensive investigations resulting in positive closures. Increased numbers of cases, including cyber- related crimes that are continually increasing in number, necessitates additional detectives to investigate them.

This Offer supports the following Strategic Objectives:

- SAFE 5.1 - Improve overall community safety while continuing to increase the level of public trust and willingness to use emergency services.
- SAFE 5.2 - Meet the expected level of policing services as the community grows and changes through innovative and non-traditional service delivery models.

13.13 5.0 FTE - Community Services Officers (CSO; 3.0 FTE added Year 1, 2.0 FTE added Year 2) - Offer Type: 2023 - \$401,231

Enhancement - Funded

2024 - \$714,986

Funding this offer provides five new Community Service Officer (CSO) personnel over the next two years: three CSOs in 2023, with one more CSO, and one CSO Supervisor in 2024. CSOs are professional staff employees who carry a limited commission. The size of the CSO team has not increased in over 20 years; it has remained at eight since its inception, although one of the positions was upgraded to a supervisory role several years ago. That span of control across multiple days/hour is too wide. Additionally, the calls for service, responsibilities, and work processes for CSOs have increased over the years with more calls for service which do not require a police officer and documentation (such as the state motor vehicle accident forms) which increased in difficulty and the time needed for completion.

The top two CSO calls for service, vehicle collisions and parking complaints, remain some of the most frequent calls for service, particularly during the day. Adding a supervisor while increasing the size of the CSO team will improve span of control and activity levels, decrease wait times for community members during accidents, allow

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CSOs to increase the types and number of cold calls they can take from limited sworn personnel (i.e., cold burglary, theft, etc.), increase the size of the Crime Scene Investigators and CRASH (technical accident investigation) teams, increase career opportunities for professional staff members (allowing for some police work to be completed at a lower cost), and increase the quality of service to the community.

An investment in additional CSOs is a strong commitment to service, traffic safety goals, and appropriately deployed human services leading to increased efficacy and retention.

This Offer supports the following Strategic Objectives:

- SAFE 5.2 - Meet the expected level of policing services as the community grows and changes through innovative and non-traditional service delivery models.

13.15 2.0 FTE - Dispatchers (1.0 FTE added per year) - Offer Type: *Enhancement* - Funded

2023 - \$61,459

2024 - \$170,530

Funding this offer will add an additional 2.0 FTE Emergency Communications Dispatchers at Police Services. The Dispatcher position is critical in delivering 24/7 emergency services to the community. Emergency Dispatchers are responsible for answering and triaging calls and sending resources to community members in need when they dial 911 or call the non emergency line. In 2021, over 218,000 telephone calls were processed through the center, 78,860 of which were 911 calls.

This position is responsible for dispatching police, fire and EMS personnel as well as providing pre-arrival and post - dispatch instructions (e.g., CPR, Heimlich, child delivery, airway management) to callers prior to the arrival of help. In 2021 Dispatchers provided instruction to callers for 11,740 medical calls.

The offer for two Emergency Dispatchers will add staffing to handle the increase in incoming telephone calls as well as provide additional coverage allowing radio dispatchers to focus on the needs of police, fire and EMS units. Calls for service are becoming more involved and have an increase in safety risks, which require dedicated dispatchers to manage events on additional radio channels. Dispatchers are increasingly expected to provide field units with information obtained through additional research outside of their primary computer system.

Two separate shooting review boards outlined the need for radio- trained dispatchers to remain focused on the radio and not be expected to answer incoming phone calls that may divert their attention during an in progress event. This is critical for first responder safety; however, the ability to provide this level of service and remove phone answering from radio dispatchers is not feasible without additional staff.

These positions are necessary to provide a service level to field units and handle the demands of increased call volume and critical multifaceted events to which police, fire and EMS respond.

This Offer supports the following Strategic Objectives:

- SAFE 5.1 - Improve overall community safety while continuing to increase the level of public trust and willingness to use emergency services.
- SAFE 5.3 - Partner with Poudre Fire Authority to provide high-quality fire prevention, community risk reduction and emergency response services.
- SAFE 5.4 - Provide ubiquitous emergency communication and comprehensive emergency preparedness and management.

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13.16 1.0 FTE - Police Records Technician II - *Offer Type: Enhancement - Unfunded*

2023 - \$57,681

2024 - \$75,947

Funding this offer will assist with an agency initiative to increase online reporting. The goal is to increase the number of online reports taken by the agency to 25% by year 2025. The online portal (Coplogic/Desktop Officer Reporting) is a convenient way for community members to make a police report that does not require an immediate response by an officer or, in many instances, no response at all. The online portal has been in place for many years and there has continued to be an increase in use. Every year there are approximately 2,200 reports received online, which was approximately 12% of all reports taken by the agency. The online reporting system takes the load off the street officers so they can attend to more urgent matters. These reports are taken by the Records Unit, specifically the Police Records Technicians, and as we strive to achieve our agency goal, adding another Police Records Technician will ensure we are able to promptly handle incoming reports.

Reports that can be made online include thefts, burglaries, harassment, vehicle trespasses and other cold crime reports. Submitting a report online does not mean there will be no investigation or arrest. If follow up is needed, the Police Records Technician will do a preliminary investigation and pass that information on to an officer for further follow up. Recently, a Police Records Technician received an online report and a picture sent by the informant was posted on our police website. The officer identified the suspect and ultimately made an arrest. This is just one example to the benefits of this process. The Police Records Technician also functions in other ways and is trained in all areas, so they can provide additional support to this unit and assist with the workload. Records currently has two Police Records Technicians that handle the online reports, VIN Verifications, Public Tow Paperwork and first point of contact for people coming to Police Services.

This Offer supports the following Strategic Objectives:

- SAFE 5.2 - Meet the expected level of policing services as the community grows and changes through innovative and non-traditional service delivery models.
- SAFE 5.1 - Improve overall community safety while continuing to increase the level of public trust and willingness to use emergency services.

13.17 Second Phase Wireless Connectivity Improvement for Fort Collins Police Patrol - *Offer Type: Enhancement - Funded*

2023 - \$125,000

2024 - \$125,000

This offer will fund equipment for the second installment (30 vehicles) in a multi year phased installation of a router and antenna in police vehicles. These devices connect across multiple carriers to increase wireless connectivity of officers' mobile data laptops, through which calls are dispatched, emergency updates are provided, and reports are completed. The enhanced equipment will replace the current configuration where laptops use built-in air cards with one provider. The replacement system allows laptops to automatically connect between multiple cellular carriers, to utilize the strongest signal. This system is proven to dramatically decrease connection drops (from approximately ten to zero per work shift).

This offer will also fund the expansion of WiFi from the FCPS building to the secure parking lot. This will allow officers to connect to multiple systems (Dispatch, Records Management, Body Camera uploads, etc.) via the City's high-speed, secure connection without having to go into the building. This allows officers a faster response time when responding to critical calls.

Poor wireless connectivity in portions of Fort Collins has limited the utility of technological devices deployed with police officers. Wireless connectivity is necessary for their mobile laptops to connect to systems such as Computer Aided Dispatch, the Records Management System, the electronic citation system, email and more. Areas with poor connections may render an officer's laptop unusable, interfering with timely dispatching of calls, navigation to calls for help, crucial updates about medical needs or violent criminal actions and more. While officers can receive information over their radio, that may be missed in high stress situations and requires them to stop and write down relevant information. That could lead to delays and the officer missing critical information that could be referenced on their laptop if their connection were working.

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This Offer supports the following Strategic Objectives:

- SAFE 5.2 - Meet the expected level of policing services as the community grows and changes through innovative and non-traditional service delivery models.
- HPG 7.6 - Optimize technology, data analysis and process improvements to innovate, guide decisions and enhance service delivery.

13.18 Police Security Cameras and Access Controls - Offer Type: Enhancement - Unfunded

2023 - \$350,000

2024 - \$12,622

This is an offer to invest in lifecycle replacement of the Fort Collins Police Services Facility Security Camera Systems (Panasonic) and Facility Access Control Systems (Continental Access Controls CA3K). These two systems were delivered with design flaws and have become obsolete in the marketplace since their original deployments. The access control system consists of user interface software licenses for Technical Services, Dispatch and Records use; 1,600+ FOBs; 198 card readers securing doors; 26 control panels that act as the brains to process card reads and open/close doors; a database and two backups of all the FOB programming; IR request for exit sensors (REX); door contacts to detect jams, breaches and doors held open too long; electrified door hardware; and secure networking. The security camera system contains 111 security cameras; 8 NVRs/recorders; user software licenses for Technical Services, Dispatch and Records; and a secure network.

There are a variety of issues FCPS has been experiencing with these systems:

- The legacy police camera system is a one-off, proprietary, and not in line with the City's direction to use a unified system.
- Camera disk drives are failing and we are losing recordings.
- There are blind spots where there is critical infrastructure risk and perimeter risk.
- The legacy camera placements are over people's work areas, exposing PII/CJI on screens, and HR is concerned.
- Quality of the cameras is not on par with today's capability/quality.
- Missing geofencing capability
- Missing sound
- Missing a logical map and view sheds
- Missing area alerts
- No IR or Thermal capability for better night vision
- Replacement parts are no longer made.
- Software is no longer supported.
- Software not working well with the modern Microsoft operating systems.
- Old low-security Readers/Fobs can be easily replicated/hacked.
- Records retention is out of compliance and system cannot support the police policy for 240 days.

This Offer supports the following Strategic Objectives:

- SAFE 5.1 - Improve overall community safety while continuing to increase the level of public trust and willingness to use emergency services.

13.19 Greykey Premier - Offer Type: Enhancement - Unfunded

2023 - \$55,990

2024 - \$55,990

Graykey is a mobile forensic tool that extracts encrypted or inaccessible data from Apple and Android mobile devices. In November 2021, FSU was authorized to purchase a Graykey Essentials device for \$9,995 with end-of-year funds. The Essentials license gave us one Graykey device and allowed us 30 Advanced Actions. An

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Advanced Action is used when access to a locked device is needed. There is no limit to process devices with a known passcode or devices that are unlocked. The continued use of our Graykey Essentials license is currently \$9,995 per year.

CID is requesting we add or upgrade to the Graykey Premier licensing. The Graykey Premier licensing is \$45,995 per year, and provides additional functionality and two Graykey devices. Our preferred request would be to add a new Graykey Premier license and keep our current Graykey Essentials device making it a total yearly cost of \$55,990. This would give us three Graykey devices to use by our three forensic analysts. In addition to the additional device, the Premier level would provide unlimited Advanced Actions and the ability to perform category-based extractions. Category - based extractions would help us comply with restrictive search warrants and would also speed up the time to extract data from the mobile device. Category- based extractions are not available with the Essentials license. Since we started using the Graykey device, we've had two use cases that highlight the need for continued and increased use of Graykey. Not only does Graykey help us get past locked devices, but the amount of data that is extracted is more complete and allows us to analyze additional types of data. In our most recent homicide investigation, the suspect had a locked Android cell phone that we were not able to process with our current tools, since it was locked with a passcode. Graykey provided an update that allowed us to bypass the passcode in two minutes and we were able to extract the full file system data from the phone.

This Offer supports the following Strategic Objectives:

- SAFE 5.1 - Improve overall community safety while continuing to increase the level of public trust and willingness to use emergency services.
- SAFE 5.2 - Meet the expected level of policing services as the community grows and changes through innovative and non-traditional service delivery models.

13.21 Second Phase e-Citation - *Offer Type: Enhancement* - Unfunded

2023 - \$213,440

2024 - \$48,000

This offer will fund additional licenses for an electronic ticket writing system. This would increase efficiency, thereby decreasing the amount of time officers spend on-scene at traffic stops. It would also provide community members with a legible copy of their citation.

In 2022 FCPS entered into a contract with Tyler Technologies for an initial deployment of 50 electronic ticketing platforms. This platform communicates with our current dispatch system and motor vehicle records at the state, allowing vehicle and driver information to auto populate in our dispatch platform and in the e citation system. Officers then select violations and court dates from a drop down menu and print the citation information on a portable printer in their vehicles or on their person. This saves several minutes per contact and creates a legible document for community members.

This offer expands the program from the initial 50 officers to 150 officers by funding an additional 100 licenses from this offer. The offer also includes the purchase of an additional 100 portable printers, several cases of printer paper, and the ongoing costs associated with the software licensing and cloud storage fees

This Offer supports the following Strategic Objectives:

- SAFE 5.1 - Improve overall community safety while continuing to increase the level of public trust and willingness to use emergency services.

13.22 Red Light/Camera Radar Program Expansion (1.0 FTE Senior Tech and Hourly Support) - *Offer Type: Enhancement* - Funded

2023 - \$502,203

2024 - \$529,015

The Red Light/Camera Radar program started in the City more than two decades ago. Currently, there are four intersections (eight approaches) in the City with a Red Light Camera. Additionally, there are two Camera Radar vans deployed by Police Services in residential neighborhoods to monitor speeds and automatically issue citations when appropriate. These systems are automated and require no human input once they are set up and running.

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The intent of this offer is to expand the program over the budget cycle by:

- Adding Red Light cameras to two intersections (four approaches)
- Increasing the number of Camera Radar vans by two, for a total of four
- Adding a Senior Technician position to Police Services to manage the program
- Increasing the Red Light/Camera Radar clerk position in Muni Court from 0.5 FTE to 1.0 FTE

While this offer asks for additional funding for implementation, historically the program has generated more revenue through fines than the program costs to operate. While the goal of the program is to increase roadway safety rather than generate revenue, it is anticipated this fact wouldn't change with the expansion requested in this offer.

This Offer supports the following Strategic Objectives:

- SAFE 5.1 - Improve overall community safety while continuing to increase the level of public trust and willingness to use emergency services.
- SAFE 5.2 - Meet the expected level of policing services as the community grows and changes through innovative and non-traditional service delivery models.

13.23 District One Office Buildout - Offer Type: Enhancement - Unfunded

2023 - \$1,252,594

2024 - \$22,857

Fort Collins Police Services has two teams dedicated to the Downtown area of Fort Collins. These teams respond to crimes and calls for service, and do proactive patrols in this geographic area, which is the first of ten districts in the city, thereby, earning their names of District 1 (or D1) Days and District 1 Nights. The D1 teams started more than 10 years ago, in the spirit of community-oriented policing, to address the above-average concentration and volume of requests for Police Services in this area of town.

To decrease the response times and to increase the D1 teams' interactions with residents, visitors and business owners in this district, they started working out of a sub station in the district. The current D1 police substation is located in the Civic Center Parking Garage. Two years ago, Police Services started exploring the possibility of moving to a building being planned by the Downtown Development Authority at 140 E. Oak St.

This building started construction in 2021 and the "core and shell" of the building will be complete by the end of 2022. This offer funds the completion of the interior space reserved for the D1 teams, as well as the furniture, fixtures and equipment for the office. The space provides general office space for officers, private office space for sergeants, a conference room for community meetings, secure evidence storage and an interview room.

This Offer supports the following Strategic Objectives:

- SAFE 5.1 - Improve overall community safety while continuing to increase the level of public trust and willingness to use emergency services.
- SAFE 5.7 - Reduce incidents of, and impacts from, disruptive and unwanted behaviors through working closely with the community's human service providers to offer creative approaches that balance compassion and consequences.

13.24 1.0 FTE - IT Analyst I - Offer Type: Enhancement - Unfunded

2023 - \$76,604

2024 - \$103,597

Funding this offer adds 1.0 FTE for the Information Technology Unit at Police Services known as PD Systems (PDS). The Police Analyst is responsible for a number of

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critical services to the community. This offer proposes 1.0 FTE that will support the City's multi agency 911 and Computer Aided Dispatch/Records Management System (CAD/RMS). The Analyst would also support a portfolio of over 60 applications and over 300 computers used by Police Services and its partner agencies.

Our CAD system is part of the inter jurisdictional CAD/RMS system that has over 1,200 users from Fort Collins Police Services, Larimer County Sheriff's Office, Loveland Police, Poudre Fire Authority, Wellington Fire Department, Natural Areas Rangers, City Park Rangers, Estes Park Police and CSU Police.

Support for the CAD environment is a 24/7/365 responsibility including an on- call rotation. With current staffing levels, each PDS team member is on-call a minimum of 3 months out of the year. This is a significant impact to the team's work life balance due to the restrictions of the 24/7 on- call rotation and required availability. Adding an additional FTE would allow for a better work life balance for the PDS team members and will help prevent burnout of the team members.

The staffing level for PDS has been stagnant since the early 2010s while FCPS has continued to grow at a pace of 5 10 FTEs each year. This increases the need for keeping security up to date for CJIS compliance. The requests for service to PDS has increased by more than 100% from 2016 to 2020.

Due to the increase in personnel needing support and support requests, the PDS team is unable to continue the pace required to properly support FCPS as it continues to grow along with the community. At the current staffing levels, some service requests can take over eight months to complete. Adding this additional FTE will help increase the support profile necessary to continue to adapt to the growth of FCPS & its technology needs.

This Offer supports the following Strategic Objectives:

- SAFE 5.2 - Meet the expected level of policing services as the community grows and changes through innovative and non-traditional service delivery models.
- HPG 7.6 - Optimize technology, data analysis and process improvements to innovate, guide decisions and enhance service delivery.

13.25 1.0 FTE - Sr. Police Technician - Offer Type: Enhancement - Unfunded

2023 - \$95,519

2024 - \$129,956

Those that dedicate their careers and lives to Safety And Service For ALL should have adequate and highly qualified technical support staff partnered with them to serve in this mission. This is a request to hire an experienced and highly qualified Senior Police Technician for Police Technical Services to help improve service to our sworn and civilian staff. This additional position will help provide technical support when our only technician is out of office and not able to provide and coordinate support for 600+ Radios, 367+ Mobile Phones, 425+ Police Air cards, 1,600+ Access FOBs, 198+ access Readers, 39+ Access control panels, 111 Security Cameras, 15 Interview Rooms, and 29 meeting locations with audio visual equipment. This position will further automate the support processes for these critical assets, develop further education/training, progression, succession, mentorship, and internship programs for those interested in Police Technology Support careers. If approved, this open position announcement will engage all City staff, the community, and anyone interested in considering employment with Fort Collins Police services as a Sr. Police Technician. The posting will be public and all applicants will be considered based on qualifications and without regard to gender, gender identity, gender expression, race color, religion, creed, national origin, ancestry, age, marital status, disability, sexual orientation, genetic information, pregnancy or other characteristics protected by law.

This Offer supports the following Strategic Objectives:

- SAFE 5.2 - Meet the expected level of policing services as the community grows and changes through innovative and non-traditional service delivery models.

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13.26 1.0 FTE - CALEA Manager - *Offer Type: Enhancement* - Unfunded

2023 - \$80,906

2024 - \$109,592

This offer will fund a new 1.0 FTE professional staff (non sworn) position, dedicated to maintaining and enhancing FCPS' accreditation program. This new position will consolidate the work related to accreditation to one person, create consistency in the program, and focus the work to increase efficiency and quality. A dedicated position will create the opportunity to expand FCPS accreditation to an advanced level and into the 911 dispatch center and the new police training academy. This position will be responsible for staying abreast of required changes to police policy and procedure based on industry best practices put forth by the Commission on Accreditation for Law Enforcement Agencies (CALEA), coordinating annual policy and quad annual on site inspections, and serving as the resident expert on the impact of CALEA requirements on policies and procedures. It will have the additional responsibility of maintaining standards for re accreditation through the Colorado Association of Chiefs of Police (CACP) in 2023 and every five years thereafter.

Maintaining CALEA accreditation is an ongoing effort that is currently managed and completed by a police lieutenant who holds the position of Accreditation Manager. That lieutenant only fills the position for one to two years (a result of personnel rotation) and is also responsible for managing multiple vital agency programs not related to accreditation. Those other duties include Internal Affairs, promotional testing, Research and Development, policy maintenance, Crime Analysis, and the Awards Committee. Due to those demands, the FCPS Accreditation Manager is unable to dedicate the time required for more than the basic level of accreditation and cannot fully engage in each of their other duties. Just to manage the current system, the accreditation work is spread out among at least eight other employees who are responsible for gathering data throughout the year.

This Offer supports the following Strategic Objectives:

- SAFE 5.1 - Improve overall community safety while continuing to increase the level of public trust and willingness to use emergency services.

13.27 1.0 FTE - Senior Technician - *Offer Type: Enhancement* - Unfunded

2023 - \$69,251

2024 - \$93,348

This offer will fund an additional 1.0 FTE Senior Technician to the Personnel and Training Unit of Fort Collins Police Services. The unit has increasing demands and is following the agency methodology of addressing as many needs with professional staff members as possible to allow sworn officers to manage criminal matters. In 2021 the Personnel and Training Unit completed 34 hiring processes: 32 for professional staff (PS) and two for police officers. Already in 2022, the unit is working on 14 hiring processes. This is a significant increase from 2020 (14 processes) and 2019 (13 processes).

Each process consists of multiple components. The unit processed 140 PS applicants for pre employment interviews, Computer Voice Stress Analysis (lie detector), background investigations, and conditional offer processing. The unit also guides hiring managers through scheduling of hiring processes, applicant screening and oral interviews. Detailed work is completed with HR to draft each hiring requisition before it is posted to the public. The sworn hiring processes generate hundreds of applications, which are also processed by the team. The unit is also responsible for agency service training, the Police Academy, recruitment, ensuring that officers meet Peace Officer Standards and Training (POST) requirements and many documentation tasks. The unit has one Sr. Technician whose duties include managing these hiring processes and other tasks. The workload exceeds the position's capacity causing them to rely on other members of the team, detracting from their primary duties of training, recruiting, and sworn hiring. Assisting with these tasks impacts the team's ability to recruit a high performing, diverse workforce, and lengthens the time it takes to hire candidates, impacting overall operations of the agency. The additional Sr. Technician position will assist the team in meeting its ever increasing workload.

This Offer supports the following Strategic Objectives:

- SAFE 5.2 - Meet the expected level of policing services as the community grows and changes through innovative and non-traditional service delivery models.

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13.28 1.0 FTE - Administrative Assistant - Offer Type: Enhancement - Unfunded

2023 - \$0

2024 - \$73,419

This offer will fund an additional 1.0 FTE administrative assistant to the Personnel and Training Unit to support the Fort Collins Police Academy (FCPA). The FCPA has increasing demands and is following the agency methodology of addressing as many needs with professional staff members as possible to allow sworn officers to manage roles requiring their presence. The FCPA is under the direction of the Personnel and Training Unit within the Administration Division. One corporal is assigned to run the daily operations of the academy with the part- time support of one sergeant within Personnel and Training.

The FCPA is responsible for training all new police officers to Colorado state standards and instilling the standards, culture, values and practices of the City of Fort Collins and Police Services. The FCPA is 840 hours of classroom and practical training (21 weeks), and Police Services is operating two FCPA sessions per year.

To accomplish the tasks listed above, a significant amount of administrative work is required. Records of all class topics, attendance, safety checks, evaluations and assignments must be kept daily. Communication with instructors within and outside Police Services is required for upcoming classes to ensure instructors and content are prepared in advance. Colorado POST conducts audits, both announced and unannounced, and all the records above must be kept up to date and filed accordingly. Communication with POST is required to schedule state certification testing as well.

While one FCPA is in session, scheduling and preparation must be made for the next academy. Generally, this work must begin 10 to 12 weeks prior to the end of the operating academy to be prepared for the upcoming academy. This requires a division of staff to be focused on current instruction of cadets while others are preparing.

This Offer supports the following Strategic Objectives:

- SAFE 5.2 - Meet the expected level of policing services as the community grows and changes through innovative and non-traditional service delivery models.

13.29 1.0 FTE - Crime Analyst - Offer Type: Enhancement - Unfunded

2023 - \$0

2024 - \$104,104

This offer will fund a new 1.0 FTE Crime Analyst position within the Crime Analysis Unit. The data collected, analyzed and distributed by the crime analyst often forms the basis for critical decisions at all levels of the modern law enforcement organization. FCPS needs timely, accurate, reliable and valid data to ensure efficient and effective operations. Crime Analysts do this vital work. Funding this crime analyst position will provide capacity for the unit, currently comprised of two analysts, to support daily operational decisions at the officer level, identify crime trends and subsequent deployment strategies for individual teams and divisions, and provide strategic data to support current and future personnel and non personnel resource allocations.

As Fort Collins continues to grow, crimes get more complex, and the community expectations of excellent service from local government continue, FCPS must find and leverage data to guide decisions. Crime analysts' data help ensure police resources are focused on current and emerging crime trends, which helps resolve existing criminal cases and prevent future crime. At a higher level, data from crime analysts can help explain why and how police use the resources afforded by the Fort Collins community. Without timely, accurate, reliable and valid data it is difficult, if not impossible, to demonstrate both the need for police services and the stewardship with which public funds are treated.

FCPS is not the only customer of crime analysts' work. The unit regularly responds to requests for data that originate from the community, the city manager, the City Council, other service areas, researchers, the media, and other law enforcement entities. Some of these requests are for demographic data related to police contacts, stops, arrests and force use. Crime analysts have the technical expertise to retrieve the data, put it in a helpful format and provide analysis that often adds valuable

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context.

This Offer supports the following Strategic Objectives:

- SAFE 5.2 - Meet the expected level of policing services as the community grows and changes through innovative and non-traditional service delivery models.
- SAFE 5.1 - Improve overall community safety while continuing to increase the level of public trust and willingness to use emergency services.

13.30 1.0 FTE - Financial Crimes Unit Criminalist - *Offer Type: Enhancement* - Unfunded

2023 - \$94,545

2024 - \$102,403

Like many law enforcement agencies across the nation, FCPS is adopting new industry practices for victim- centered services by hiring civilian professionals for forensics, fraud and criminal investigations. Traditionally served by uniformed police officers, this new approach offers a proactive, comprehensive, victim- centered approach to public safety and leverages candidates from accounting, criminal justice and forensic disciplines who desire to serve their community. FCU's mission is to investigate fraud and computer- related crimes that affect victim's identities and finances. This offer funds a Financial Crimes Criminalist (a non sworn individual) who can perform investigative work on financial cases often requiring a Certified Fraud Examiner certification. This individual would investigate financial crimes just as a sworn detective would, except for filing arrest/search warrants. The following is a brief list of tasks this position would include:

- Interview victims and witnesses
- Collect physical evidence
- Help prepare court orders and case filings
- Courtroom testimony
- Victim advocacy for repairing credit
- Community presentations

There is a backlog of pending cases in FCU that have yet to be assigned to detectives for any follow-up investigation due to capacity. This addition would address this backlog and support more community- related projects and potentially some proactive investigations. In general, there has been an increase in highly complex cases assigned to FCU. 2021 saw surges in:

- Fraudulent unemployment benefits being filed due to the pandemic
- Elder population with network intrusion of their personal computers and personal funds (retirement accounts) being transferred to banks overseas
- Computer- related as a venue for victims to be harmed
- Highly complex cases

Over the last three years, fraud loss to Fort Collins community members equals \$6,240,785.

This Offer supports the following Strategic Objectives:

- SAFE 5.1 - Improve overall community safety while continuing to increase the level of public trust and willingness to use emergency services.
- SAFE 5.2 - Meet the expected level of policing services as the community grows and changes through innovative and non-traditional service delivery models.

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13.31 1.0 FTE - Crimes Against Persons (CAP) Criminalist - Offer Type: Enhancement - Funded

2023 - \$94,545

2024 - \$102,403

Law enforcement agencies across the nation are fast adopting a new industry standard of hiring professional staff employees in several traditionally uniformed police fields, such as forensics, fraud and investigations. These new positions leverage strong candidates from local university programs in accounting, criminal justice and forensic disciplines who desire to serve their community in less kinetic ways. A typical reason might be having a concern with carrying a gun, having limited mobility, or a current officer suffering an injury that would force an early retirement. This offer would take advantage of the growing number of top notch technologically savvy candidates, and this is serendipitous because as technology progresses, cases become more difficult/time consuming to investigate. For example, almost all cases have some aspect of technology associated, which means preservation requests have to be completed, phones downloaded, search warrants written, and data analyzed. This was not the case 5 to 10 years ago. Today's cases often take twice as long to investigate. Additionally, new applications and platforms hit the market every day, so an investigator must research and navigate the platform (for example, air tags, the omegle platform, KIK). Though counterintuitive, the reality is technology advancements are making it more difficult to investigate cases. The proposed 1.0 FTE Criminalist would focus on cases that are internet- based or involve technology. This would provide a force multiplier by alleviating investigatory work from detectives currently overburdened by an increase in cases. A Crimes Against Persons Unit (CAPU) investigator would write preservation of records for social platforms like Facebook, Instagram, SnapChat, TikTok, Skype, Google, DropBox, cell phone companies, etc.; author warrants and analyze returned data; compile case work ups to include criminal histories; planning operations; and researching all social media platforms.

This Offer supports the following Strategic Objectives:

- SAFE 5.1 - Improve overall community safety while continuing to increase the level of public trust and willingness to use emergency services.
- SAFE 5.2 - Meet the expected level of policing services as the community grows and changes through innovative and non-traditional service delivery models.

13.32 1.0 FTE - Victim Witness Specialist - Offer Type: Enhancement - Unfunded

2023 - \$62,059

2024 - \$83,327

This offer provides funding for a 1.0 FTE Victim Witness Specialist who provides invaluable as well as legally mandated services to victims, their families, witnesses and other individuals impacted by crime.

C.R.S. 24-4.1 -301 through 24 -4.1 - 304 (the Victim Rights Amendment, or VRA) dictates the mandatory responsibilities of law enforcement agencies regarding victims of crime. Much of these requirements have fallen onto the Victim Services Unit (VSU). House Bill 19- 1064 has also increased the requirement of services to victims of VRA crimes. This makes it a mandatory requirement of law enforcement agencies to notify victims about any arrests or releases of individuals charged with VRA crimes and has become one of the main responsibilities of Victim Services.

VSU's victim caseload has increased 62% since 2013 while VSU staffing has increased by only 0.25 FTE since 2000. The VSU Supervisor and one of the Victim Specialist positions are paid for with City funding. With the increased population, police/detective staff, and cases generated, staffing three full-time VSU positions is a priority. The services provided by the Victim Witness Specialists are critically important and legally mandated.

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This Offer supports the following Strategic Objectives:

- SAFE 5.1 - Improve overall community safety while continuing to increase the level of public trust and willingness to use emergency services.
- SAFE 5.2 - Meet the expected level of policing services as the community grows and changes through innovative and non-traditional service delivery models.
- SAFE 5.7 - Reduce incidents of, and impacts from, disruptive and unwanted behaviors through working closely with the community's human service providers to offer creative approaches that balance compassion and consequences.

13.37 Portable Radios - Offer Type: Enhancement - Unfunded

2023 - \$1,422,048

2024 - \$18,500

This offer will fund mission critical handheld radios utilized by police to be replaced as well as planning for the future replacement of police vehicle radios and 911 center backup radios. This offer includes a one time offer to replace 250 handheld radios. First responders utilize both handheld and vehicle radios for radio communication. 911 backup radios are utilized when primary radios are down but the connection to the State of Colorado Digital Trunked Radio System is still intact.

Police Services relies heavily on radio communication as its primary means for transmitting critical information to and between emergency responders. These devices allow field responders to receive and communicate not only life saving information, but also the information required to maintain the safety of the community, their partners, and themselves.

The ability to transmit information regarding an in- progress call or evolving situation is critical for responding personnel. As the dynamics of a given situation change, broadcasting information over the radio system allows first responders to approach the event, an individual or tactical situation informed with vital information. First responders frequently utilize this system to communicate with regional partners and the system allows for seamless transmissions and critical interoperability at the county and state levels.

Current handheld radios reach the end of support in December 2023. Staff is seeing an increase in performance and hardware related issues on these units.

This Offer supports the following Strategic Objectives:

- SAFE 5.1 - Improve overall community safety while continuing to increase the level of public trust and willingness to use emergency services.
- SAFE 5.4 - Provide ubiquitous emergency communication and comprehensive emergency preparedness and management.
- SAFE 5.2 - Meet the expected level of policing services as the community grows and changes through innovative and non-traditional service delivery models.

13.39 Mental Health Response Team - Offer Type: Ongoing - Funded

2023 - \$745,896

2024 - \$787,991

In late 2020, Fort Collins Police Services began a proof-of-concept Mental Health Response Team (MHRT) program. This program was the next iteration of an evolving partnership between FCPS and UHealth, in response to changing community expectations. Two officer positions were temporarily transferred from the Patrol Division to the Special Operations Division to staff the MHRT program. These officers, chosen for their training and experience with people experiencing a mental health crisis, were partnered with a mental health clinician and a community paramedic from UHealth. There were multiple expectations for the team and this model provided flexibility and scalability depending on the client's need. This expansion is directly in line with the FCPS mission of "Safety and Service for All" and the 2020 Strategic Objective of advancing equity for all by serving those members of our community who struggle with mental health issues. Members of this segment of our community are

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often marginalized and have less access to both acute and long term care. People experiencing homelessness typically have a higher incident of mental health concerns than the population in general. Due to the disruptive nature of their mental illnesses, they also have less access to both acute and ongoing care. This program is designed to de escalate those moments of crisis and then work with the client and community partners to bridge those gaps, thereby avoiding the inappropriate incarceration of people experiencing a mental health crisis and increasing their long term quality of life.

This Offer supports the following Strategic Objectives:

- SAFE 5.7 - Reduce incidents of, and impacts from, disruptive and unwanted behaviors through working closely with the community's human service providers to offer creative approaches that balance compassion and consequences.

13.42 4.0 FTE - Police Officers (2.0 FTE added per year) - Offer Type: Enhancement - Funded

2023 - \$289,005

2024 - \$535,467

Funding this offer will provide four (4) new police officers over two years. The Fort Collins population has increased at approximately 2% each year for the last six years. With the increase in community members comes increases in traffic, density across the community, and associated crimes. The growth in density contributes to the increase in crime. In addition, the density inhibits the officers' ability to quickly move from one part of the city to another, adversely affecting response times to emergencies.

Since 2015, the city has been unable to fund the number of officers per year to keep step with the population increases. Adding these officers, in partnership with other professional staff requests, will allow FCPS to begin to address some of the increasing demands in an intelligent way. There are some roles that only a sworn police officer can fill. The agency consists of five operational divisions. Four of them: Patrol, Criminal Investigations, Special Operations, and Administration would only receive one new officer each over the next two years if these were evenly distributed. Therefore, this is a minimally viable request. Patrol officers manage increasingly complex calls for service, District One and Neighborhood Engagement officers support specialized areas, events, and needs of our city, detectives investigate significant felony crimes, and Administration officers are responsible for all recruiting, hiring, academy training, ongoing officer training, internal affairs and more.

As an example, Detectives' caseloads have increased over the years, with detectives carrying a large number of cases at any given time. Since 2019, detectives' case totals have steadily risen, with 2020 seeing an 11.7% jump, and 2021 another 17%. Year-over-year percentage increase in caseload has created significant strain on the detective ranks.

This Offer supports the following Strategic Objectives:

- SAFE 5.1 - Improve overall community safety while continuing to increase the level of public trust and willingness to use emergency services.
- SAFE 5.2 - Meet the expected level of policing services as the community grows and changes through innovative and non-traditional service delivery models.

19.1 Risk Management - Cybersecurity - Offer Type: Ongoing - Funded

2023 - \$460,639

2024 - \$518,609

This offer funds the ongoing, baseline sustainment of the City's cyber risk management and security posture, including our centralized Cyber/Information Security (InfoSec) team, existing tooling, boundary/firewall technologies, security awareness training, Remote Access enablement, internal/external assessments and monitoring, and the development/sustainment of the City's Information Security Incident Response preparations and methodologies.

The InfoSec team consists of a Security Architect and four Security Analysts. This team is augmented by those funded in the Systems Engineering offer (17.3), as

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required. This team works to minimize internal and external exposures that may impact the goals and values of an organization, owing to its operation in interconnected digital environments. Their work prevents exposures that could hamper our day-to - day operations and/or slow our Digital Transformation and modernization efforts.

InfoSec services allow for consolidation and management of cyber risk exposures across the enterprise, which were once generally associated with core IT systems (endpoints, networks, applications, data and information flow). The responsibilities of this team now include the external risks introduced by external entities or devices in the digital world, such as third parties, supply chains, and existing and prospective customers.

The team implements and maintains a security perimeter for the City by deploying and supporting a number of firewalls at the internet edge and other strategic points in the City networks. These firewalls segment, track, log and control traffic into and out of the City network, providing valuable information that increases both productivity and security. The Information Security team proactively performs internal assessments and audits against regulatory and best practice controls on a regular/scheduled cadence, including the FBI's Criminal Justice Information Services (CJIS) audit controls.

This Offer supports the following Strategic Objectives:

- SAFE 5.6 - Protect mission-critical physical and virtual infrastructure, in addition to sensitive data, against new and increasing cybersecurity threats.
- HPG 7.6 - Optimize technology, data analysis and process improvements to innovate, guide decisions and enhance service delivery.
- HPG 7.1 - Provide world-class municipal services, while recognizing the importance of multi-sector relationships and partnerships at all levels.

19.3 Risk Management - Information Security Posture - *Offer Type: Continuing Enhancement* - Funded 2023 - \$280,000 2024 - \$289,000

This continuing enhancement offer supports two critical capabilities that improve our Risk Management Posture via IT Service Management (ITSM) and Managed Detection and Response (MDR) platforms and partners.

The ITSM platform serves several functions, including change management, incident management and software/hardware asset management. IT support and Information Security (InfoSec) staff can no longer work in silos; the convergence of Support and Safety is critical for risk avoidance/reduction and both have key roles to play throughout the IT service delivery and support ecosystem. With the increasing number of cyberattacks, it is essential the ITSM solution empowers a quick and comprehensive response to these threats. The ITSM platform provides a full understanding of hardware and software assets within the City and is fundamental to understanding our cybersecurity risks.

Change management processes managed by the ITSM platform are a foundational component of maintaining high availability systems. Any change has the potential to create new vulnerabilities or reduce the availability of systems.

Secondly, the offer funds the City's Managed Detection and Response (MDR) platform. MDR delivers 24/7 threat monitoring, detection and response outcomes. It provides the City with people, expertise, processes and technologies, in a remotely delivered/shared model, including our Modern Security Operations Center (MSOC) capabilities focused on quickly detecting, investigating and actively mitigating incidents. This is accomplished by having a holistic view of a business's infrastructure and data, which gives complete, layered visibility across the City's entire online environment and greatly improves the likelihood of detecting an intrusion, attack or breach. Our MDR monitors data from multiple layers of the business's infrastructure to identify and respond to potential threats, reducing the time between detecting and responding to threats.

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This Offer supports the following Strategic Objectives:

- SAFE 5.6 - Protect mission-critical physical and virtual infrastructure, in addition to sensitive data, against new and increasing cybersecurity threats.
- HPG 7.6 - Optimize technology, data analysis and process improvements to innovate, guide decisions and enhance service delivery.

19.4 ARPA - Risk Management - Offer Type: 1-Time Enhancement - Funded

2023 - \$300,000

2024 - \$0

This offer provides funds to modernize the City to Zero Trust architecture, which involves systematically removing implicit trust, and replacing it with continuously assessed, explicitly calculated adaptive trust. Existing IT architectures are rife with implicit trust, which attackers abuse, and they are unsuitable for modern threats and modern work environments.

Zero-trust principles will increase the resiliency of IT infrastructure. This means that the likelihood of a business- impacting event (such as ransomware or a data compromise) can be reduced, with an associated reduction in risk to the business.

The future of work will be hybrid, so a modern working environment has to be flexible and adaptive. It must support remote workers, remote data (such as IaaS) and remote applications (such as SaaS). The architecture may restrict access, but it must be flexible enough to support an increasingly interconnected business. It must adapt to the needs of the business while allowing that business to thrive despite the threats enabled by being so connected.

Zero trust supports all these goals by using context and identity as the control plane and minimizing access to the least required to do the job at hand. This allows the business to work as required and not to be inappropriately constrained by security controls. Users can have risk appropriate access to resources from any device, any time, and any location, and with the same security controls in place regardless of the situation. It enables the secure use of cloud computing and secure access to on-premises resources and facilitates the migration from the latter to the former.

The Zero Trust implementation will address specific critical InfoSec vulnerabilities, identified by third-party assessments and real world exploitations, in addition to several critical, high vulnerabilities identified in the City's Risk Management Framework (RMF).

This Offer supports the following Strategic Objectives:

- SAFE 5.6 - Protect mission-critical physical and virtual infrastructure, in addition to sensitive data, against new and increasing cybersecurity threats.
- ARPA Funding Recovery Theme: Economic Recovery
- HPG 7.6 - Optimize technology, data analysis and process improvements to innovate, guide decisions and enhance service delivery.

30.1 Office of Emergency Preparedness and Security - Offer Type: Ongoing - Funded

2023 - \$676,703

2024 - \$705,291

This offer funds current and evolving levels of service provided by the Office of Emergency Preparedness and Security (EPS). EPS provides preparation for and management of events that have the potential to significantly impact life, safety and property, as well as environmental and economic impacts. EPS is responsible for coordinating and providing internal and external support in these areas with an emphasis on prevention, preparedness, mitigation, response and recovery. EPS partners with regional, state and federal organizations for coordinated planning and shared resources.

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EPS is also beginning to build programming that will create significant opportunity for community outreach and education related to preparedness and response in multiple areas supporting the core mission. The outreach programs will include building a volunteer program to support many aspects of not only emergency management response support, but also preparedness educational programming and event support. These programs will target established neighborhood and community groups with special emphasis on community members traditionally unlikely to seek out preparedness programming.

EPS also manages security-related issues that impact City staff and customer safety, physical infrastructure security, and coordinated efforts related to cybersecurity. Security management is a new program that is requiring extensive building of new protocols, policies and organizational vision. Emphasis is being placed on infrastructure technology and management, staff training and internal protocols.

EPS took on the responsibility for Special Events in the City beginning in May 2021. This program shares similar models and resources used in other EPS programming, specifically as it relates to event permitting and safety planning.

The need for an office like EPS has been clearly demonstrated. Future programming demand will continue to grow.

This Offer supports the following Strategic Objectives:

- SAFE 5.4 - Provide ubiquitous emergency communication and comprehensive emergency preparedness and management.

30.2 Emergency Preparedness and Security - Security Programming and Technology - Offer Type:	2023 - \$100,000
<i>Continuing Enhancement - Funded</i>	2024 - \$100,000

2022 saw significant progress in a unified approach to staff training, access control, camera management, contract security services and threat assessment. EPS is partnering with other City departments to integrate security measures and programming into daily operations. Previously, security programming and technology were largely left to individual departments. This created a disjointed approach to security as well as multiple technological platforms, many of which did not integrate with each other. Security was not approached based on standards of risk assessment, but on who had more concerns or budgets.

EPS is leading a significant effort to centralize security technology programming, moving from several contractors independently managed by departments to one contractor with holistic priorities. Part of that assessment identified that some departments with unique budget sources were able to secure technology while other departments, often in more need, were not. This one stop approach will help to manage those gaps. This funding allows for some of that transition.

EPS is also actively working with other departments to create a threat management program, which will be incorporated into training for managers and employees. This program must be driven by industry standards. There are some training and program investments that will need to be made for the first few years while the foundation is being built. The goal is a sustainable program that can be maintained regardless of personnel changes. This funding also supports training required for the organization.

EPS is assessing what the best funding model is for security services and programming. This funding allows EPS and departmental partners a transition time to figure out future, consistent budget needs, while still providing needed programming. All of the above programming will likely need some light contract/consulting support for a period.

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This Offer supports the following Strategic Objectives:

- SAFE 5.8 - Improve safety and security for City facilities and services through unified strategies and programming using enhanced technology, improved processes and staff training.
- HPG 7.8 - Evaluate the City's assets and infrastructure to most effectively prioritize funding that best maintains and protects those investments, while improving the customer experience.
- HPG 7.5 - Foster a culture of physical and psychological safety, resilience, wellness and sustainability across the City organization.

30.3 Special Events - *Offer Type: Ongoing - Funded*

2023 - \$153,760

2024 - \$159,928

Funding this offer supports special event coordination and permitting. In May 2021 this function moved to the Office of Emergency Preparedness and Security (EPS) within the City Manager's Office. Many of the aspects of special event program management align with the skills and resources of EPS. Festivals and cultural events have become an important element of Fort Collins' identity, economy and culture. A several years old Visit Fort Collins Economic Impact Survey showed that 17% of day visitors and 6% of overnight visitors came to Fort Collins for a festival or event, generating an estimated \$18 million dollars in economic impact. As Fort Collins grows and attracts more events, that number will likely also grow.

Events can have positive and negative impacts on the community, specifically to affected neighborhoods and businesses. The mission of the Special Event Office is to coordinate and create accountability so that events desired by the community are beneficial, with minimal impact. This includes an effective permitting process, opportunity for community outreach/input and feedback, and dedicated process for real-time event producer accountability when needed.

This offer is for a dedicated event coordinator, subscription for online permit programming, community outreach and education efforts, and staff support. This office already has a dedicated halftime FTE but because of previous budgeting functions, a new, stand alone enhancement offer will be added to fill that spot in EPS.

This Offer supports the following Strategic Objectives:

- SAFE 5.7 - Reduce incidents of, and impacts from, disruptive and unwanted behaviors through working closely with the community's human service providers to offer creative approaches that balance compassion and consequences.

30.4 0.73 Hourly FTE - Special Events Hourly Support - *Offer Type: Continuing Enhancement - Funded*

2023 - \$45,236

2024 - \$46,432

When Special Events was in Community Development & Neighborhood Services (CDNS), it also had an hourly 0.73 FTE program coordinator position that had been funded pre-pandemic. Though that position was specific to Special Events, it was funded through CDNS as opposed to the dedicated Special Events budget. During Covid, CDNS repurposed some of the hours for the program coordinator to other neighborhood services programming and also cut those hours from 29 to 20 hours weekly.

CDNS has a need for the 20-hour per week position; however, staff have confirmed that Special Events needs the 29 - hour per week program coordinator position. This position has primary responsibility for educating event producers on the permitting process as well as keeping track of the associated administrative tasks and timelines that go along with permitting. This position also takes care of most of the related notifications and coordination among departments as it relates to the permitting process. The position plays a significant role in coordinating community outreach and acts as a backup to the Lead Specialist. Staff believe strongly that Special Events would struggle without the continued support of this position.

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In discussions with the City Manager's Office and Planning, Development & Transportation, it was agreed that the Office of Emergency Preparedness and Security (EPS) would ask for an enhancement to replace this hourly event coordinator position because the hours were already budgeted in CDNS and any new hours would effectively be coming to EPS anyway.

This Offer supports the following Strategic Objectives:

- SAFE 5.7 - Reduce incidents of, and impacts from, disruptive and unwanted behaviors through working closely with the community's human service providers to offer creative approaches that balance compassion and consequences.

30.5 ARPA Special Events Recovery Grant - Offer Type: 1-Time Enhancement - Unfunded

2023 - \$125,000

2024 - \$125,000

Funding this offer will financially assist those event promoters who have been deeply impacted financially by COVID- 19 restrictions since March 2020. Most had to cancel events and/or lower capacities, which affected registration fees and donations that are their main source of income. These promoters host community fundraisers that directly benefit vulnerable populations, and promote cultural diversity and health benefits to the Fort Collins community. Coming back from the impacts of COVID- 19 coincides with expectations in event safety planning that can include significant costs related to safety and security requirements through the City permitting process.

The City of Fort Collins Special Events Recovery Grant Program provides funding for the technical support of events and festivals in Fort Collins related to safety and security requirements. Grant applicants will need to be an event promoter providing activities that benefit Fort Collins.

Eligible projects will develop, improve or expand the City mission when it comes to events and tourism. This program will allow them to keep hosting legacy and popular events to support the local community.

This Offer supports the following Strategic Objectives:

- SAFE 5.4 - Provide ubiquitous emergency communication and comprehensive emergency preparedness and management.
- CR 2.1 - Provide diverse, inclusive and accessible recreation and cultural programs that drive attendance and cost recovery.
- ARPA Funding Recovery Theme: Equity and Community Resilience

30.6 1.0 FTE Senior Specialist, Security - Offer Type: Enhancement - Unfunded

2023 - \$77,968

2024 - \$105,385

EPS has taken on the responsibility for creating a centralized, unified approach to security and related safety programming across the City. Prior, there were no consistent approaches to programming, strategy or policy.

There was an immediate demand for security programming from EPS. The demands for training still outpace what EPS staff have for capacity and programming management demands impact that. As an example, EPS led a large initiative to review all contract security services and needs across the City. Four separate contractors were reduced to one dedicated contractor selected through RFP. True needs were assessed with shared opportunities identified for increased efficiencies and effectiveness. Services not needed were dropped and others were added.

Another example relates to security technology. For the first time the City is on track to have unified, centralized access control and camera management programs. Prior, each department pursued independent solutions, with three separate access control programs and multiple camera management programs operating across the

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organization. Operation Services had done much in the access control area to lay a strong foundation, but the camera management was disjointed. EPS has taken on both programs, including access control authorities and the manufacturing of a one stop identification and access control card. These responsibilities were previously managed by Operation Services and in some individual departments. That work now will all come to EPS.

Because of identified efficiencies, EPS believes that most access management, identification/access cards, contract security programming management, and some of the camera technology programming can be managed by one additional security specialist with support. This offer funds that position.

This Offer supports the following Strategic Objectives:

- SAFE 5.8 - Improve safety and security for City facilities and services through unified strategies and programming using enhanced technology, improved processes and staff training.
- HPG 7.5 - Foster a culture of physical and psychological safety, resilience, wellness and sustainability across the City organization.
- HPG 7.8 - Evaluate the City's assets and infrastructure to most effectively prioritize funding that best maintains and protects those investments, while improving the customer experience.

30.7 Security Technology - Community Services - Offer Type: Asset Management-Enhanced - Funded	2023 - \$175,000
	2024 - \$175,000

As Emergency Preparedness & Security (EPS) assessed security programming, there were essentially two types of departments as it related to funding for security initiatives. Those with independent funding sources often had more robust and advanced security programming, specifically as it related to technology. Those that operated out of the General Fund for programming tended to underfund security initiatives even when they recognized the need to make it a priority. Community Service is the biggest example of that.

The programs under the Community Services umbrella directly touch more community members and other program participants than any other City department outside of Utilities. The programming is done mostly in City-owned facilities, parks and natural areas, with much of the programming targeting youth and other potentially at-risk populations, such as seniors. These are, by definition, community members who require extra “duty of care” consideration. Because of budget constraints, Community Services struggles to maintain a proper security and safety profile as it relates to technology initiatives, specifically cameras. The result is incomplete, out-of-date, and in some cases absent security cameras that in today's world are expected by the community.

There is almost no Community Services facility that does not need some type of the security technology upgrade. Several of the facilities have started that process, including the Fort Collins Museum of Discovery and facilities in Cultural Services. Over the last two years EPS has partnered with Cultural Services to do some upgrades, but more work is to be done. Others, like Northside Aztlan, have asked for assessments and upgrades knowing they are unable to fund them.

This offer is to start security technology programming needed to upgrade facilities, with priorities being set by Community Services staff in conjunction with EPS. The request targets what work is believed to be possible in the next two years.

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This Offer supports the following Strategic Objectives:

- CR 2.5 - Ensure safety and access to and within in City parks, natural areas, paved trails, and cultural and recreation facilities for visitors and employees
- SAFE 5.8 - Improve safety and security for City facilities and services through unified strategies and programming using enhanced technology, improved processes and staff training.
- HPG 7.8 - Evaluate the City's assets and infrastructure to most effectively prioritize funding that best maintains and protects those investments, while improving the customer experience.

41.1 Poudre Fire Operation, Maintenance & Capital (General Fund) - *Offer Type: Ongoing - Funded* 2023 - \$36,078,138 2024 - \$38,967,508

This offer is for the City's contribution of resources to Poudre Fire Authority (PFA). The City contributes funding for PFA's operations, maintenance and capital costs in accordance with a revenue allocation formula (RAF) set forth in an intergovernmental agreement between the City and the Poudre Valley Fire Protection District (PVFPD), which establishes the PFA. With the exception of a few specific costs agreed upon between PFA and the City (two full-time Emergency Communications Dispatcher positions and some costs to support them, as well as \$20k toward the Lead Homelessness Specialist position in Social Sustainability), the PFA Board of Directors determines PFA's budget and the use of the funding contribution determined by the RAF.

Services provided by PFA include emergency medical response, fire protection and prevention (inspections, investigations and permit review), hazardous materials response, technical rescue response, wildland fire response, public affairs and education, and more. Additional costs include training, apparatus maintenance and facilities maintenance, along with administrative and support services (human resources, financial services, information technology, occupational health and safety).

This Offer supports the following Strategic Objectives:

- SAFE 5.3 - Partner with Poudre Fire Authority to provide high-quality fire prevention, community risk reduction and emergency response services.

42.1 Special Commissioned Officer Safety & Security Equipment - *Offer Type: 1-Time Enhancement - Unfunded* 2023 - \$200,000 2024 - \$0

Funding this combined departmental offer will provide uniformed Special Commissioned Officers (SCOs), who are granted limited authority by the City of Fort Collins Chief of Police to enforce certain specified sections of Land Use, Municipal, and Traffic Codes, with additional tools and resources to better serve the public, while providing a level of personal protection.

There are four uniformed work teams of SCOs tasked with providing enforcement and security who would benefit from additional safety and security equipment: Park Rangers, Transit Service Officers, Parking Enforcement Officers (PEO), and Code Compliance Inspectors, who have a regulatory role with members of the public. By providing each officer with Body Worn Cameras (BWC), vehicle dash cameras, and/or upgrading radio communication and service (specifically to PEOs) would provide a benefit to City personnel and the public, while increasing public confidence.

Video documentation from BWC and dash cameras protect both the officers and community members by increasing transparency and accountability of officers and may help to prevent and deescalate confrontational situations by having a visual deterrent, with the understanding that interactions are documented. BWC and dash camera footage would be stored within each SCO's system, with the same transparency and open records.

Radio communication with PEOs is imperative to ensure that off- hour and weekend enforcement efforts are performed with the assurance that FCPS is aware of, and

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able to respond to, officer activities. The current radio communication is through antiquated radios without appropriate access to the law enforcement network. Upgrading the resources and agreements will align with other SCO groups.

The trust of the public and the current environment that SCOs operate in, without the tools provided to FCPS, warrants additional safety and security efforts to serve City staff and the community.

This Offer supports the following Strategic Objectives:

- SAFE 5.1 - Improve overall community safety while continuing to increase the level of public trust and willingness to use emergency services.
- SAFE 5.8 - Improve safety and security for City facilities and services through unified strategies and programming using enhanced technology, improved processes and staff training.
- SAFE 5.7 - Reduce incidents of, and impacts from, disruptive and unwanted behaviors through working closely with the community's human service providers to offer creative approaches that balance compassion and consequences.

49.1 West Nile Virus Program Management - Offer Type: Ongoing - Funded

2023 - \$372,459

2024 - \$381,771

Funding this offer will support City Council adopted resolutions in 2003, 2004, 2008, 2014 and 2018 directing City staff to implement actions to reduce community risk of contracting West Nile virus (WNV). Planned risk reduction measures include a comprehensive municipal monitoring network, state-of-the-art environmentally friendly mosquito larvae control, site mapping, mosquito species identification, and quality control and virus testing services provided by CSU. Additional management actions aimed at reducing the negative impacts of potential adult mosquito treatments and public exposure to the associated pesticides include distributing mosquito-eating fish, performing backyard habitat inspections, and staffing an information hotline.

This offer funds proactive measures to reduce the frequency and geographic extent of adulticide fogging applications recommended by the Larimer County Health Department Director and conducted under the authority of a declared local public health emergency.

A Technical Advisory Committee (TAC) provides annual program assessments and identifies improvements. The TAC is composed of experts from the Centers for Disease Control, the Larimer County Department of Health & Environment, Colorado State University, and interested residents. These "plan, do, check, act" reviews contributed to historic improvements such as an increase in the larval control boundaries, increased financial resources for education and outreach, targeted outreach at trailheads, and the development of a business opt-out program.

This Offer supports the following Strategic Objectives:

- SAFE 5.1 - Improve overall community safety while continuing to increase the level of public trust and willingness to use emergency services.

49.2 Restore West Nile Virus - Offer Type: Enhancement - Unfunded

2023 - \$16,000

2024 - \$16,000

The purpose of this offer is to restore full funding to the West Nile virus (WNV) Program to allow for the reinstitution of the trapping and testing system. Although the 2022 budget restored the education and outreach portion of a previous reduction, it did not fully restore the funding that provides for the trapping and testing for the full mosquito season. The climate change-driven trend toward increased overnight temperatures allows for two key changes in mosquito ecology: the extension of the breeding season (extending both earlier and later in the year), and the potential for warmer climates to allow for new species typically inhabiting southern ecosystems to extend northward. This shift toward earlier infection is already evidenced by an April 2022 WNV neuro invasive case in Texas, far earlier than typical. A comprehensive

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testing system will provide a more complete picture of the community risk.

This Offer supports the following Strategic Objectives:

- SAFE 5.1 - Improve overall community safety while continuing to increase the level of public trust and willingness to use emergency services.

63.1 1.0 FTE - Lead Safety Specialist - *Offer Type: Enhancement* - Unfunded

2023 - \$77,906

2024 - \$108,592

This offer will fund an additional 1.0 FTE Lead Safety Specialist (LSS) to help with the City's workforce safety initiatives across the City. This offer will help support Police Services by having more hours to dedicate to their specific work safety issues, as well as additional departments across the City and Safety & Risk Management (SRM) in their ongoing efforts to create a strong, centralized safety and risk management program.

One group that has self identified as needing additional time with a LSS is Police Services. They have a range of known hazards and emerging hazards as their work changes. The new LSS would create the opportunity for a much greater focus on Police Services and the ability to help them improve staff safety.

The role of an LSS is to form a strong relationship with the groups they work with and to become their safety resource and advocate. The more time an LSS can spend with the group, the more they can understand the work performed and then identify hazards and solutions to the hazards. This can include small, quick fixes all the way to large ongoing projects with high costs and changes to facilities. Having the time to spend on those projects is important to create sustainable safety for affected employees.

Currently the City has three LSSs and one Safety Specialist. The growth of the City and the workforce, the addition of new work, and changes to how work has been done creates a large demand on the time of the City's existing safety staff. As the City's safety program has evolved, more departments have increased their participation with their LSS.

A new LSS will allow all safety staff to have a more manageable unit of work, allowing more time to spend with their groups and to dedicate to large and complex issues. It will also allow for more balance among existing LSS staff, creating some redundancy that reduces pressure on both individuals and the SRM team.

This Offer supports the following Strategic Objectives:

- HPG 7.5 - Foster a culture of physical and psychological safety, resilience, wellness and sustainability across the City organization.
- SAFE 5.2 - Meet the expected level of policing services as the community grows and changes through innovative and non-traditional service delivery models.

66.1 Parks Ranger Program - *Offer Type: Ongoing* - Funded

2023 - \$283,490

2024 - \$296,743

This offer will fund the Park Ranger Program. Implemented in 2013, the program currently consists of one Lead Park Ranger and two Park Rangers. The Park Ranger staff act as park and paved trail ambassadors for parks and trail users, visitors and those who sometimes need a helping hand; serve as liaisons among maintenance staff and community members; are visibly active, knowledgeable, educational resources for the public regarding park use; and have authority to enforce relevant City code, parks rules and regulations.

Park Ranger staff currently patrol 45 neighborhood parks, 7 community parks, and 45 miles of hard surface trails spread over approximately 36 square miles. Since its

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inception, the program's jurisdiction has expanded to all areas maintained by the Parks Department, including 2 Cemeteries, 3 Golf Courses, several recreation facilities, multiple streetscapes/medians, and the Downtown area.

Time is spent working on homelessness issues such as illegal camping, drug and alcohol use, abandoned property, transient camp clean ups, and vandalism; disruptive student behavior in parks; and dog off-leash issues. This has greatly impacted Park Ranger resources that would normally be allocated to performing routine patrols across the entire parks system. Most patrols are currently directed to specific problems/issues occurring in parks or on trails.

The scope of the program requires interaction and collaboration with Police Services, Natural Areas Rangers, Social Sustainability, the Downtown Development Authority, social service providers and Poudre School District.

This offer provides a vital service to the community; is essential to the safety of Parks staff, community members, visitors, people in need of information about available resources and where to find them; and to the security and longevity of valuable City & Parks Department infrastructure.

This Offer supports the following Strategic Objectives:

- SAFE 5.8 - Improve safety and security for City facilities and services through unified strategies and programming using enhanced technology, improved processes and staff training.
- CR 2.5 - Ensure safety and access to and within in City parks, natural areas, paved trails, and cultural and recreation facilities for visitors and employees

66.2 Encampment Cleaning and Prevention - *Offer Type: Continuing Enhancement* - Funded

2023 - \$110,160

2024 - \$110,160

Funding this offer will provide safe cleanup of homeless encampments and provide funding for site work to prevent the creation of encampments. The homeless/transient environment has changed rapidly in the last 10 years. Encampments contain a wide variety of hazardous materials which need to be removed for public safety. These materials include needles, soiled clothing, human waste and drugs that must be handled and disposed of in the proper manner.

Disruptive behaviors of people who are transient or homeless have become a focal point for the community. Community members report concerns about unwanted behaviors and police spend a growing amount of time addressing these complaints. One of the common complaints involves the presence of transient campsites near neighborhoods and businesses. There has been increased enforcement by personnel from Natural Areas, Parks, Police and Code Enforcement in the north part of town, which has displaced campsites to other areas. The Mason Corridor, Midtown and the area around the South Transit Center developed into hot spots for campsites. One of the challenges in these areas is a combination of property ownership and control of the affected properties. Funding this offer would allow City employees to coordinate cleanups in situations with multiple property owners involved. It would also significantly speed up the cleanup process and improve safety and neighborhood livability. In 2017, Council approved a 2018 midcycle revision offer to enable Natural Areas and Parks to implement a successful cleanup program, which identifies areas of concern, notifies the potential owners, educates the owners on Crime Prevention through Environmental Design principles and provides for a safe and thorough cleanup.

Due to the hazards found in these sites, a private company has been contracted to conduct the cleanup portion of the work. This protects the public and City employees from the dangers associated with these sites.

This Offer supports the following Strategic Objectives:

- SAFE 5.1 - Improve overall community safety while continuing to increase the level of public trust and willingness to use emergency services.

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66.3 Natural Areas Rangers and Visitor Services - Offer Type: Ongoing - Funded

2023 - \$1,014,447

2024 - \$1,052,544

This offer finances the Ranger and Visitor Services of the Natural Areas Department that is 100% funded through dedicated City (Open Space Yes!) and County (Help Preserve Open Space) sales taxes.

With 52 conserved natural areas and 113 miles of trails, Fort Collins' natural areas provide unique opportunities to recreate, support wellness and well being, and give residents a deeper understanding, appreciation and connection to nature.

The Ranger and Visitor Services work group provides visitor safety and information, natural resource protection, and municipal code enforcement seven days a week on trails and in natural areas. In addition, two onsite Rangers provide 24 - hour service, security and site presence at Bobcat Ridge and Gateway natural areas.

Natural Area Rangers are the front line ambassadors to natural area visitors. They make daily contacts with the public that are friendly/informational in nature, respond to phone inquiries, update social media channels with site conditions and closures, enforce City municipal code, and ensure the protection of wildlife and critical wildlife habitat.

Ranger staff also coordinate the Volunteer Ranger Assistant Program managed cooperatively with the Larimer County Department of Natural Resources. More than 80 Volunteer Ranger Assistants greet visitors, promote outdoor safety and serve as additional "eyes and ears" to let Rangers know where emergency or enforcement action is needed.

This Offer supports the following Strategic Objectives:

- SAFE 5.1 - Improve overall community safety while continuing to increase the level of public trust and willingness to use emergency services.

66.4 1.0 FTE – Park Ranger - Offer Type: Enhancement - Funded

2023 - \$97,949

2024 - \$110,751

This offer funds needed additional personnel resources for more efficient and effective Park Ranger patrol coverage across the growing parks and paved trail system. Current Park Ranger staff - 1 Lead Park Ranger and 2 Park Rangers - are responsible for patrolling 45 neighborhood parks, 7 community parks, and 45 miles of hard surface trails. Since inception in 2013, the program's jurisdiction has grown to all areas maintained by the Parks Department, including 2 cemeteries, 3 golf courses, several recreation facilities, multiple streetscapes and medians, and the Downtown area.

The scope of work has also expanded as the program evolves and gains complexity. Working with homelessness issues, drug and alcohol concerns, vandalism, loitering student activities, and interaction and partnerships with Fort Collins Police Services, Natural Areas Rangers, social service providers, Social Sustainability, and Poudre School District have increased the scope and job duties of the program. Time spent working on homelessness issues, disruptive student behavior, and patrols directed toward specific issues has greatly reduced Rangers' ability to perform routine patrols across the parks system.

Current staffing consists of seven- day coverage across the system, but most sites seldom have a Ranger presence due to the high volume of daily specific issues. This offer would improve time spent on routine patrols, when Rangers have the best opportunity for consensual contact, friendly encounters, and public educational situations the "ambassador" moments that are the heart of the program's mission.

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The requested position will increase Park Ranger presence in the entire system, provide more resources to increase routine patrol time and still deal effectively with specific issues, provide more consistent coverage of the entire system during staff time off, and create opportunities for extended evening patrols during high use times on weekends.

This Offer supports the following Strategic Objectives:

- SAFE 5.8 - Improve safety and security for City facilities and services through unified strategies and programming using enhanced technology, improved processes and staff training.
- CR 2.5 - Ensure safety and access to and within in City parks, natural areas, paved trails, and cultural and recreation facilities for visitors and employees
- SAFE 5.7 - Reduce incidents of, and impacts from, disruptive and unwanted behaviors through working closely with the community's human service providers to offer creative approaches that balance compassion and consequences.

68.1 Municipal Court Services - General and Camera Radar/Red Light Caseload - Offer Type: Ongoing - 2023 - \$1,414,434 Funded 2024 - \$1,481,884

This offer funds continuing operational costs of the Fort Collins Municipal Court, a department required by the City Charter, which processes infractions, civil cases, petty offenses, and misdemeanors arising from the City Code and Charter. The offer includes judicial and administrative expenses for the general and Camera Radar/Red Light (CR/RL) caseloads and the Chief Judge's duties as the local Liquor Licensing and Marijuana Licensing Authority. Cases are filed by Fort Collins Police Services (FCPS), CSU Police Officers, Larimer Humane Society Officers, Parks and Natural Areas Rangers, Code Compliance Officers, Parking Enforcement Officers, and Poudre Fire Authority personnel. Occasionally, civil cases are filed by the public. Court staff process each case with integrity and impartiality, and treat all individuals with courtesy and respect.

In 2021, the Court processed over 23,000 CR/RL cases, a 5,000 case increase over 2020. This caseload is expected to increase as the community's population increases. FCPS has also doubled the number of red-light cameras recently and is expected to increase radar enforcement.

In 2021, the Court processed 8,219 case filings, a slight decrease from 2020. The Court implemented several process improvements that addressed health and safety concerns, technology advances, and equitable access during the year. Case processing includes customer interactions, data entry, payments, processing motions, customer correspondence, scheduling hearings, addressing failures to appear/pay/comply with conditions, Zoom and in-person hearings, CCIC warrant entry and clearance, and case document management. This caseload is likely to increase as the community continues to grow, officers are added to the police force, and additional ordinances are added to the City Code.

This Offer supports the following Strategic Objectives:

- SAFE 5.1 - Improve overall community safety while continuing to increase the level of public trust and willingness to use emergency services.
- SAFE 5.9 - Provide innovative municipal court services that balance accountability and compassion along with ever-changing state regulations.

68.2 Municipal Court Services - Drug Court Program (1.0 FTE Probation Officer) - Offer Type: Enhancement - 2023 - \$121,372 Unfunded 2024 - \$144,494

This offer will fund the creation and implementation of a Municipal Court Drug Court Program. A recent state law reclassified the possession of personal use amounts of most controlled substances to misdemeanors, allowing cases to be filed as municipal cases. Currently, available drug court or wellness court programing in the state judicial system requires an individual to be charged or convicted of a felony violation creating a gap in treatment/intervention programing that Municipal Court would like

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to help fill.

Drug use disorder and fatal overdoses remain a significant community concern. Drug courts are specialized programs that target individuals charged with or convicted of low-level drugs offenses, and/or crimes related to drug dependency problems. Programs are designed to reduce drug use, relapse and criminal recidivism through risk and needs assessment, judicial interaction, specialized case management, graduated incentives and sanctions, treatment and various rehabilitation services. Combining treatment of addiction with judicial best practices aimed at reducing recidivism is an effective intervention and a collaborative approach to a complex issue.

Drug court programs are managed by a team including judges, prosecutors, defense attorneys, probation officers and treatment service professionals. Support from the team helps individuals address problems that may contribute to the drug use, build skills that increase their ability to lead drug- and crime-free lives, promote accountability, and celebrate successful program completions.

Compassion and accountability should go hand in hand. When treatment is provided along with supervised case management, individual's behaviors can be changed. Drug Courts emphasize long- term recovery over punishment. As an alternative to traditional sentencing practices, Drug Courts give participants an opportunity to receive the treatment, education and support needed to live successful drug-free lives.

This Offer supports the following Strategic Objectives:

- SAFE 5.1 - Improve overall community safety while continuing to increase the level of public trust and willingness to use emergency services.
- SAFE 5.9 - Provide innovative municipal court services that balance accountability and compassion along with ever-changing state regulations.

68.3 Municipal Court Services - Specialized Services - Offer Type: Ongoing - Funded

2023 - \$291,226

2024 - \$304,668

Funding this offer will allow the Court to continue operating the Probation Division, including The Right Track program (TRT), and to impose jail when appropriate in misdemeanor cases. This offer includes funding for two 0.75 FTE Probation Officer positions. This offer also includes the annual expense of prisoner video advisements, prisoner bonding services, and jail bed space at the Larimer County Jail. These positions and services provided by the Larimer County Jail are critical to the Court's ability to handle misdemeanor violations effectively and creatively.

Probation Officers provide intensive, personalized case management that is designed to benefit both the offenders and the community. By utilizing restorative and rehabilitative services balanced with appropriate supervision, the Probation Division creates programing that helps an individual work toward personalized goals that may include stabilizing their health, identifying job opportunities, and connecting them with community services or housing resources. This complex case management helps individuals work toward productive, law abiding lives within the community, decreases recidivism, and provides additional alternative sentencing options for prosecutors and judges.

The City has contracted with the Larimer County Sheriff's Office for the use of the Larimer County Jail since 2018. Services provided by the jail include prisoner video advisements, bonding costs associated with arrested individuals, and bed space for defendants who are being held on only Municipal Court warrants or who have been sentenced to serve jail as a penalty. Although a jail sentence is not a typical sentence for Municipal Court offenders, it is critical to the effectiveness of the judicial system to have jail as a possible penalty for repeat offenders who do not want to participate in alternative sentencing options or who fail to comply with community based supervision.

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This Offer supports the following Strategic Objectives:

- SAFE 5.1 - Improve overall community safety while continuing to increase the level of public trust and willingness to use emergency services.
- SAFE 5.9 - Provide innovative municipal court services that balance accountability and compassion along with ever-changing state regulations.

68.5 Part-time Hourly Assistant Municipal Judge - Offer Type: Enhancement - Funded

2023 - \$48,149

2024 - \$41,949

This offer funds an additional Part-time hourly (0.2 Full-time equivalent) Assistant Municipal Judge position for the Court. Offer 68.1 funds the 1.0 FTE Chief Municipal Court Judge, who is also the Service Area Director and Department Head. Offer 68.1 also funds additional judicial hours needed when Assistant Judges are required to cover for the Chief Judge when she is on leave, has conflict cases, or attends required training or City Leadership meetings. This hourly funding is still required by the Court to promote a healthy work-life balance for the Chief Judge.

Increases made to the Court's hearing schedule, implementation of Zoom hearings, the creation of new specialized sentencing programs that are time- and staff-intensive, impacts from new and existing state laws that increase the complexity of the Court's work, and enforcement activities have created the need for an Assistant Municipal Judge to appear weekly to supplement the judicial capacity of the Court.

This Offer supports the following Strategic Objectives:

- SAFE 5.1 - Improve overall community safety while continuing to increase the level of public trust and willingness to use emergency services.
- SAFE 5.9 - Provide innovative municipal court services that balance accountability and compassion along with ever-changing state regulations.

68.7 Municipal Court Services - Court Remodel Option 1 - Offer Type: Capital Project - Unfunded

2023 - \$13,000,000

2024 - \$0

This is a joint offer from Municipal Court, the City's Attorney's Office, and Operation Services. This offer will address space needs for the Court for the next 15 years of growth, taking over most of the first floor of the City Administration Building at 215 N. Mason St.

This request is to fund facility changes needed at Fort Collins Municipal Court in order to provide a higher standard of public access, meet the current hearing schedules, meet the needed levels of clerk and customer service space and probation and prosecutor offices, improve ADA access, and address security and safety needs for employees and the public. In 2021, Clark & Enersen completed a thorough study of this Court's current space and future space needs. They identified the current space size and its limitations, 15-year space requirements, and 30 - year space requirements for the Court. The Court currently has approx. 7,500 square feet of office/waiting room/courtroom space. In order to function properly and meet the level of current space needs for court staff/prosecution/judicial employees, and customer service requirements, the Court needs approx. 13,500 square feet, and will need approx. 18,000 square feet of space within 15 years & over 27,000 square feet of space within 30 years.

The Court's case workload, judicial responsibilities and security concerns have increased annually. The original design did not consider how long the Court would occupy this traditional office space, the growth of the Court as the City's population grows, nor the creation of specialty courts and alternative sentencing programming. The current space design is insufficient for the Court to continue to provide world-class judicial services, which leads to inefficiencies, accessibility concerns at multiple points in the judicial process including long wait times, narrow hallways, outdated technology, & a confusing layout for customers to understand where to wait or in which room to appear for meetings/hearings.

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This Offer supports the following Strategic Objectives:

- SAFE 5.8 - Improve safety and security for City facilities and services through unified strategies and programming using enhanced technology, improved processes and staff training.
- SAFE 5.9 - Provide innovative municipal court services that balance accountability and compassion along with ever-changing state regulations.

68.8 Municipal Court Services - Technology - Offer Type: *Enhancement* - Funded

2023 - \$225,000

2024 - \$100,000

This offer funds a new court case management system for Municipal Court. This offer is strongly supported by the City Attorney's Office and IT Department whose staff are impacted by the use of the current system. In 2000, the Court contracted with Justice Systems, Inc. (JSI) to provide a case management system for use by Court, Probation, and Prosecution staff to provide customer service, document management, and case processing. Work performed using this system includes case creation, disposition management, financial transactions, document management, hearings, plea agreements, warrants, attorney filings, and statistical reporting among other Court functions. JSI has provided updates since 2000; however, most upgrades, additional user licenses, new modules, training or vendor integrations all involve extra costs in addition to the yearly maintenance/licensing fee(s).

Technology within the judicial world is expanding and the pandemic accelerated it. Virtual hearings, Online Dispute Resolutions, online payment systems, e files, e citations, e filings, public portals, and integrations with state and local agencies are critical to the accuracy and efficiency of a court. The Court's current system is missing several of these critical functions and does not have plans to add these additional products. JSI is a license and maintenance fee system instead of a yearly subscription based system, which includes access to the latest technology as developed.

Full integration with some of the Court's existing vendors (DMV, Collections, nCourt, CCIC) will provide both staff and customers real time case information access to criminal justice records and redistribute staff time to other priority tasks such as email, telephone, and in person customer service.

Future expansion for the Municipal Court includes Drug Court programing, Camera Radar/Red Light case management integration, and Parking Services caseload, which will all be integrated into the new system.

This Offer supports the following Strategic Objectives:

- SAFE 5.9 - Provide innovative municipal court services that balance accountability and compassion along with ever-changing state regulations.
- SAFE 5.1 - Improve overall community safety while continuing to increase the level of public trust and willingness to use emergency services.

68.9 Municipal Court - 2.0 FTE Court Clerks (1 FTE added per year) - Offer Type: *Enhancement* - Unfunded

2023 - \$63,128

2024 - \$138,813

This offer will fund 2.0 FTE additional Deputy Court Clerks for the Municipal Court.

In 2021, the Court processed 8,219 general caseload filings. The Court implemented several process improvements that addressed health and safety concerns, technology advances, and equitable access during the year. Case processing includes customer interactions, data entry, payments, processing motions, customer correspondence, scheduling hearings, addressing failures to appear/pay/ comply with conditions, Zoom and in-person hearings, CCIC warrant entry and clearance, and case document management. This caseload is likely to increase as the community continues to grow, officers are added to the police force, and additional ordinances

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are added to the City Code.

The State Legislature continues to mandate increased requirements for municipal courts. These mandates require staff for compliance. The Court is unable to provide quality customer service at current staffing levels. Intermittent office hour closures and reduced or eliminated telephone customer service is the norm for the Clerks' Office. The Court has historically run extremely lean, which continues to have long- term effects on the quality of customer service, the ability for staff members to participate in City-wide programs, and employee retention.

The Court is increasing its problem solving focus by implementing additional alternative programing. These programs require staff resources. Virtual hearing options, which reduce childcare, employment, health, and transportation barriers, are held simultaneously with in - person appearances. The Court needs enough staff to cover both types of hearing options.

Court's kiosk check-in system tracks customer wait times. Average wait times for customers appearing is 1 hour and 5 minutes to check - in, review two documents, and be moved into the courtroom to see a judge. Complex case processing increases the time. Additional staff is needed to reduce wait times.

This Offer supports the following Strategic Objectives:

- SAFE 5.9 - Provide innovative municipal court services that balance accountability and compassion along with ever-changing state regulations.
- SAFE 5.1 - Improve overall community safety while continuing to increase the level of public trust and willingness to use emergency services.

68.10 Municipal Court Services - Court Remodel Option 2 - Offer Type: Capital Project - Unfunded

2023 - \$21,000,000

2024 - \$0

This is a joint offer from Municipal Court, the City's Attorney's Office & Operation Services. This offer will address space needs for the Court for the next 30 years of growth, taking over most of the first floor of the City Administration Building at 215 N. Mason St. & add an addition to the current building.

This request is to fund facility changes needed at Fort Collins Municipal Court in order to provide a higher standard of public access, meet the current hearing schedules, meet the needed levels of clerk & customer service space & probation & prosecutor offices, improve ADA access, & address security & safety needs for employees and the public. In 2021, Clark & Enersen completed a thorough study of this Court's current space and future space needs. They identified the current space size and its limitations, 15-year space requirements & 30-year space requirements for the Court. The Court currently has approx. 7,500 square feet of office/waiting room/courtroom space. In order to function properly & meet the level of current space needs for court staff/prosecution/judicial employees & customer service requirements, the Court needs approx. 13,500 square feet & will need approx. 18,000 square feet of space within 15 years & over 27,000 square feet of space within 30 years.

The Court's case workload, judicial responsibilities, and security concerns have increased annually. The original design did not consider how long the Court would occupy this traditional office space, the growth of the Court as the City's population grows, nor the creation of specialty courts & alternative sentencing programing. The current space design is insufficient for the Court to continue to provide world-class judicial services, which leads to inefficiencies, accessibility concerns at multiple points in the judicial process including long wait times, narrow hallways, outdated technology & a confusing layout for customers to understand where to wait to appear for meetings/hearings.

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This Offer supports the following Strategic Objectives:

- SAFE 5.8 - Improve safety and security for City facilities and services through unified strategies and programming using enhanced technology, improved processes and staff training.
- SAFE 5.9 - Provide innovative municipal court services that balance accountability and compassion along with ever-changing state regulations.

74.1 Municipal Prosecution - *Offer Type: Ongoing - Funded*

2023 - \$481,046

2024 - \$501,822

This offer will fund the operation of the City Attorney's Office (CAO) Prosecution Team at its current level to provide required prosecution services to the City.

Beginning with the 2020 budget, the prosecution function was separated from the CAO General Legal Services budget and essentially all costs specifically related to the Prosecution Team are included in this offer. Separating the two functions of the CAO allows a clearer link between these services to appropriate strategic objectives and related services in the Safe Community outcome.

The CAO represents the City in all legal proceedings, including heavy and increasing caseloads in Municipal Court. Prosecution workload is directly affected by City enforcement activities, including programs such as red light and speed cameras, nuisance code enforcement and camping violations. With ongoing evolution in the system of criminal and civil enforcement under the City Code, this role has continued to grow and change. The effects of prior changes to state law, which have added new mandatory requirements, such as increasing the number of cases that qualify for court- appointed defense counsel, continue to make cases more time consuming for not only the Court but also the prosecutors who continue to do an increasing number of pre trial conferences with defense attorneys. In addition, the continuing increase in the use of body camera videos and further expansion of Court programs and services increase the time required to complete each prosecution.

The prosecution team is instrumental in the function and success of The Right Track Program, a specialty court to support persons experiencing homelessness, and other alternatives in responding to violations of the Code. Prosecutors work closely with Police, Code Enforcement and other special commissioned officers to manage compliance and enforcement issues and develop strategies for effective approaches to address priority concerns.

This Offer supports the following Strategic Objectives:

- SAFE 5.1 - Improve overall community safety while continuing to increase the level of public trust and willingness to use emergency services.
- SAFE 5.7 - Reduce incidents of, and impacts from, disruptive and unwanted behaviors through working closely with the community's human service providers to offer creative approaches that balance compassion and consequences.

74.2 1.0 FTE - Assistant City Attorney Police Advisor - *Offer Type: Enhancement - Unfunded*

2023 - \$134,451

2024 - \$171,510

The City Attorney's Office is charged with advising, representing and providing legal services to the officers and employees of the City organization in the course of their roles and responsibilities. The work of the City organization and the related legal issues, including an emphasis on innovation and exploring boundaries, calls for a legal team with extensive experience and diverse skills and backgrounds that works well under pressure. The quality and timeliness of the legal services provided by the CAO are critical to ensuring that City Council priorities and City strategic objectives are advanced.

This position is proposed to increase the level of legal support for Fort Collins Police Services along with legal support for related risk management and litigation. Changes in the legal environment for law enforcement both at the federal and Colorado levels, along with ongoing development of new and innovative approaches for

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managing the challenges of modern criminal justice and social systems have increased the need for legal support for our law enforcement officers and the CAO does not currently have the capacity to provide that increased level of specialized support.

Increasing need for training support for the Fort Collins Police Academy and other new programs also increase the demand for legal resources.

The cost of CAO operations compares very favorably to both the cost of legal offices of other peer cities along the Front Range and the cost of outside legal counsel.

This Offer supports the following Strategic Objectives:

- HPG 7.1 - Provide world-class municipal services, while recognizing the importance of multi-sector relationships and partnerships at all levels.
- SAFE 5.7 - Reduce incidents of, and impacts from, disruptive and unwanted behaviors through working closely with the community's human service providers to offer creative approaches that balance compassion and consequences.
- SAFE 5.1 - Improve overall community safety while continuing to increase the level of public trust and willingness to use emergency services.

80.1 Completion of Unfinished Scope of Work to Exterior Lighting at The Lincoln Center - Offer Type: 1-Time 2023 - \$337,500 Enhancement - Unfunded 2024 - \$0

Funding this offer will finish the work to address exterior lighting at and around The Lincoln Center. This work was left unfinished following budget reductions due to the COVID- 19 pandemic. Funding this offer would complete the necessary exterior lighting upgrades and enhance the safety and sustainability of the site. The 2013 Lyon Associates Infrastructure Vulnerability Assessment of The Lincoln Center reported issues with the lighting in and around The Lincoln Center, stating that "lighting on Magnolia Street was judged to be poor ... as well as the streetlights on Mulberry ... which drastically reduced the amount of illumination in the South parking lot, the street, and the sidewalks."

This offer would allow The Lincoln Center to uphold the City's commitment to a culture of safety. This enhancement will increase the safety of guests and City employees as they enter and exit the facility. The lighting along Meldrum and Magnolia streets is minimal. Staff routinely receive complaints from patrons about the lighting between The Lincoln Center and parking areas. Effective lighting around the facility will act as a crime deterrent. New lights will offer optimal efficiency while adhering to Our Climate Future, recent changes to building codes, and the Night Sky Initiative. Utilities supports the offer and states that post top LED lights would "provide more energy savings as well as better color rendering and visibility." Upgrading the lighting around The Lincoln Center will support the City's sustainability goals and contribute to the safety of Lincoln Center guests and the surrounding community.

This Offer supports the following Strategic Objectives:

- SAFE 5.8 - Improve safety and security for City facilities and services through unified strategies and programming using enhanced technology, improved processes and staff training.
- CR 2.2 - Address infrastructure and amenity replacement and maintenance needs of trails, parks, cultural and recreation facilities while continuing the planned buildout of the parks and paved trail systems.
- ENV 4.1 - Intensify efforts to meet 2030 climate, energy and 100% renewable electricity goals that are centered in equity and improve community resilience.



Transportation & Mobility

Fort Collins provides a transportation system that moves people and goods safely and efficiently while being accessible, reliable and convenient.

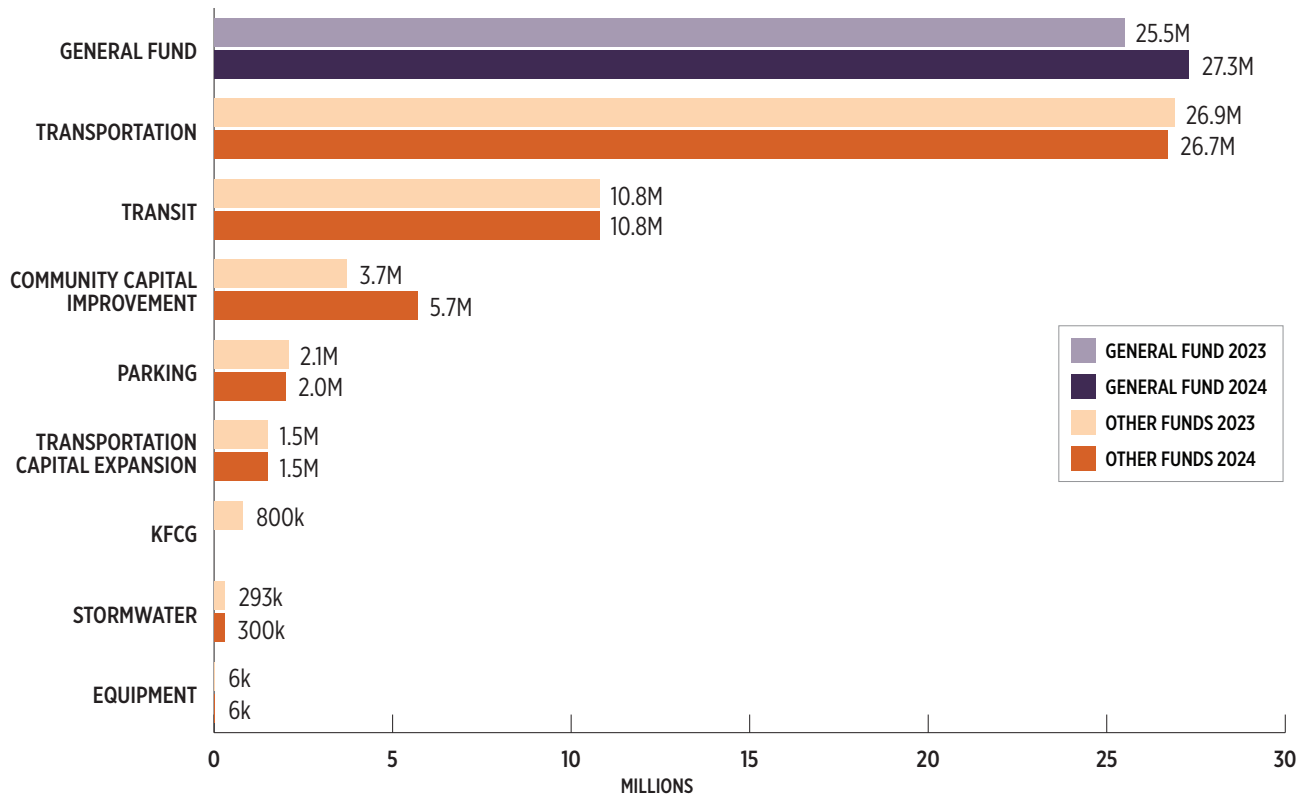




Transportation and Mobility

2023 General Fund & Other Funds – \$71.6 M
2024 General Fund & Other Funds – \$74.3 M

- Transfort / Dial-a-Ride
- Multimodal Transportation
- Street Maintenance
- Capital Improvements



OVERVIEW

This budget maintains high-priority transportation and mobility services such as Transfort, Dial-A-Ride and other public transit services, as well as traffic management, street maintenance, snow removal and street sweeping. The strategic objectives for the Transportation & Mobility Outcome, as outlined in the 2022 Strategic Plan, are as follows:

- 6.1 Improve safety for all modes and users of the transportation system to ultimately achieve a system with no fatalities or serious injuries.
- 6.2 Support an efficient, reliable transportation system for all modes of travel, enhance high-priority intersection operations, and reduce Vehicle Miles Traveled (VMT).
- 6.3 Invest in equitable access to, and expansion of, all sustainable modes of travel with emphasis on growing transit ridership.
- 6.4 Support and invest in regional transportation connections.
- 6.5 Maintain existing and aging transportation infrastructure to keep the system in a state of good repair and continually address missing elements to meet community needs and expectations.
- 6.6 Manage parking supply and demand based on time and location in a sustainable manner.

KEY PURCHASES

- Transfort, MAX and Dial-A-Ride services
- Street maintenance, snow/ice removal, and bridge repair
- Traffic operations

- Sidewalk and other mobility improvements
- Safe Routes to Everywhere
- Street sweeping
- Parking services
- Engineering & capital projects

Enhancements and Positions Added*

Offer #	Offer Title	Primary Strat. Obj.	2023	2024
7.7	Sweeping Landfill Fees	6.1	80,000	80,000
7.12	Street Maintenance Program - MAX/BRT Bus Line - Downtown Concrete Pavement Upgrade	6.3	3,000,000	0
7.13	Streets Work for Others - Patching Crew - 2.0 FTE Operator I	6.1	129,238	130,926
9.2	Street Maintenance Program - Harmony Road Asphalt and Concrete Rehabilitation: Timberline Road to Interstate-25	6.5	0	2,500,000
25.4	CCIP - Arterial Intersections	6.1	800,000	1,200,000
25.5	CCIP - Pedestrian Sidewalk - ADA	6.1	1,500,000	2,400,000
25.11	CCIP Bike/Pedestrian Grade-Separated Crossing Fund	6.2	800,000	1,200,000
25.19	Siphon Bicycle/Pedestrian Overpass (Construction)	6.1	450,000	0
25.26	1.0 FTE - Survey Technician	6.1	0	0
27.5	CCIP - Bicycle Infrastructure	6.3	500,000	800,000
27.13	Shift Your Ride Travel Options Program	6.2	200,000	200,000
36.10	Vision Zero Action Plan Implementation	6.1	75,000	75,000
51.4	Poudre Express Regional Transit Service Partnership from Greeley to Fort Collins	6.3	120,000	120,000
51.31	2.0 FTE - Transit Workforce Future-Proofing	6.3	62,288	178,427
51.34	CCIP - ADA Bus Stop Improvements	6.1	100,000	100,000
52.6	Civic Center Parking Structure Preventative Maintenance Repairs	6.5	250,200	0
52.7	Old Town Parking Structure Preventative Repairs and Elevator Preventative Maintenance	6.5	150,000	150,000
58.2	1.0 FTE New Streetscapes Maintenance	6.5	66,067	83,563
TOTAL:			\$8,282,793	\$9,217,916

* Some Offers listed as 'Enhancements' may have been funded in prior budget cycles but, were not included in Ongoing Offers.

Drilling Platform - Ranked Offers by Outcome

Budget Years: 2023 - 2024

TRANSPORTATION AND MOBILITY - 2023

Rank	Offer # & Name	Offer Cost	Offer Funding			
		Total	GENERAL FUND Dedicated	Ongoing	OTHER FUNDS	RESERVES
Not Ranked	7.1 - Street Maintenance Program Offer Type: Asset Management-Ongoing	17,041,206	0	6,599,453	10,441,753 <i>Transportation</i>	0
Not Ranked	7.2 - Snow and Ice Removal Offer Type: Ongoing	1,927,195	0	0	1,577,195 <i>Transportation</i>	350,000 <i>General Fund Keep Fort Collins Great</i>
Not Ranked	7.3 - Essential Street Operations Offer Type: Ongoing	3,301,691 <i>Prior KFCG 0.25% for Other Comm & Trans - Ongoing Revenue</i>	465,850	1,084,237	1,751,604 <i>Transportation</i>	0
Not Ranked	7.4 - Street Sweeping Offer Type: Ongoing	747,761	0	495,014	252,747 <i>Stormwater</i>	0
Not Ranked for Others	7.5 - Planning, Development & Transportation (PDT) Work Offer Type: Ongoing	3,822,819	0	0	3,822,819 <i>Transportation</i>	0
Not Ranked	9.1 - Harmony Road Maintenance Offer Type: Asset Management-Ongoing	283,912	0	0	93,671 <i>Transportation</i>	190,241 <i>Transportation</i>
Not Ranked	25.1 - Capital Projects Division and Administration Offer Type: Ongoing	541,249	0	0	541,249 <i>Transportation</i>	0
Not Ranked	25.2 - Bridge Replacement Program (Minimum) Offer Type: Asset Management-Ongoing	1,700,000	0	1,700,000	0	0
Not Ranked	25.3 - Transportation Capital Expansion Fee Program Offer Type: Ongoing	1,538,055	0	0	1,538,055 <i>Transportation CEF</i>	0
Not Ranked	25.6 - Railroad Crossing Maintenance Offer Type: Asset Management-Ongoing	125,000 <i>Prior KFCG 0.25% for Other Comm & Trans - Ongoing Revenue</i>	125,000	0	0	0
Not Ranked	25.8 - Engineering Administration Offer Type: Ongoing	465,557	0	0	465,557 <i>Transportation</i>	0

Drilling Platform - Ranked Offers by Outcome

Budget Years: 2023 - 2024

TRANSPORTATION AND MOBILITY - 2023

Rank	Offer # & Name	Offer Cost	Offer Funding		
		Total	GENERAL FUND Dedicated	Ongoing	OTHER FUNDS RESERVES
Not Ranked	25.9 - Engineering Survey Division Offer Type: Ongoing	472,388	0	0	472,388 Transportation
Not Ranked	27.1 - FC Moves Mobility Management Offer Type: Ongoing	589,788	53,846	0	535,942 Transportation
			Prior KFCG 0.25% for Other Comm & Trans - Ongoing Revenue		
Not Ranked	27.2 - Safe Routes to School Offer Type: Ongoing	227,725	202,906	0	24,819 Transportation
			Prior KFCG 0.25% for Other Comm & Trans - Ongoing Revenue		
Not Ranked	27.3 - Active Modes Offer Type: Ongoing	466,742	466,742	0	0
			Prior KFCG 0.25% for Other Comm & Trans - Ongoing Revenue		
Not Ranked	27.4 - FC Moves Education & Engagement Offer Type: Ongoing	156,098	144,245	0	11,853 Transportation
			Prior KFCG 0.25% for Other Comm & Trans - Ongoing Revenue		
Not Ranked	27.6 - School Crossing Guard Program Offer Type: Ongoing	94,350	94,350	0	0
			Prior KFCG 0.25% for Other Comm & Trans - Ongoing Revenue		
Not Ranked	36.1 - Traffic Engineering Offer Type: Ongoing	1,331,141	0	0	1,331,141 Transportation
Not Ranked	36.2 - Traffic Signals Offer Type: Asset Management-Ongoing	1,097,792	0	0	1,097,792 Transportation
Not Ranked	36.3 - Signs and Pavement Markings Offer Type: Asset Management-Ongoing	1,180,933	0	0	1,180,933 Transportation
Not Ranked	36.4 - Traffic Operations Equipment Offer Type: Asset Management-Ongoing	269,968	227,894	0	42,074 Transportation
			Prior KFCG 0.25% for Other Comm & Trans - Ongoing Revenue		

Drilling Platform - Ranked Offers by Outcome

Budget Years: 2023 - 2024

TRANSPORTATION AND MOBILITY - 2023

Rank	Offer # & Name	Offer Cost	Offer Funding			
		Total	GENERAL FUND Dedicated	Ongoing	OTHER FUNDS	RESERVES
Not Ranked	36.5 - Neighborhood Traffic Mitigation Program Offer Type: Ongoing	150,000	0	0	0	150,000
			Camera Radar			General Fund
Not Ranked	51.1 - Transit Fixed Route Network Offer Type: Ongoing	18,587,163	2,748,773	7,421,760	8,416,630	0
			Prior KFCG 0.25% for Other Comm & Trans - Ongoing Revenue		Transit Services	
Not Ranked	51.2 - Game Day Transit Service Offer Type: Ongoing	100,000	0	0	100,000	0
					Transit Services	
Not Ranked	51.3 - Dial-A-Ride Offer Type: Ongoing	2,042,455	344,936	922,970	774,549	0
			Prior KFCG 0.25% for Other Comm & Trans - Ongoing Revenue		Transit Services	
Not Ranked	51.5 - Capital Assets & Projects Offer Type: Asset Management-Ongoing	1,156,250	0	0	1,156,250	0
					Transit Services	
Not Ranked	51.7 - Midday and Weekend FLEX to Boulder Bus Service Offer Type: Ongoing	200,000	0	0	200,000	0
					Transit Services	
Not Ranked	52.1 - Parking Services Offer Type: Ongoing	2,432,148	0	723,076	1,709,072	0
					Parking	
Not Ranked	52.2 - Firehouse Alley Parking Structure Offer Type: Ongoing	227,366	0	81,366	146,000	0
					Parking	
Not Ranked	58.1 - Streetscape Maintenance Offer Type: Ongoing	1,077,866	14,500	1,059,119	4,247	0
				Park Fees	Transportation	
31	7.7 - Sweeping Landfill Fees Offer Type: Continuing Enhancement	80,000	0	40,000	40,000	0
					Stormwater	
32	27.13 - Shift Your Ride Travel Options Program Offer Type: Continuing Enhancement	200,000	0	0	200,000	0
					Transportation	

Drilling Platform - Ranked Offers by Outcome

Budget Years: 2023 - 2024

TRANSPORTATION AND MOBILITY - 2023

Rank	Offer # & Name	Offer Cost	Offer Funding			
		Total	GENERAL FUND Dedicated	Ongoing	OTHER FUNDS	RESERVES
33	51.4 - Poudre Express Regional Transit Service Partnership from Greeley to Fort Collins Offer Type: Continuing Enhancement	120,000	0	0	120,000	0
					<i>Transit Services</i>	
34	25.26 - 1.0 FTE - Survey Technician Offer Type: Enhancement	0	0	0	0	0
					<i>City of Fort Collins</i>	
36	58.2 - 1.0 FTE New Streetscapes Maintenance Offer Type: Enhancement	66,067	0	60,117	5,950	0
					<i>Equipment</i>	
37	36.10 - Vision Zero Action Plan Implementation Offer Type: 1-Time Enhancement	75,000	0	75,000	0	0
38	51.31 - 2.0 FTE - Transit Workforce Future-Proofing Offer Type: Enhancement	62,288	0	62,288	0	0
42	25.4 - CCIP - Arterial Intersections Offer Type: Capital Project	800,000	0	0	800,000	0
					<i>Community Capital Improvement</i>	
43	25.5 - CCIP - Pedestrian Sidewalk - ADA Offer Type: Capital Project	1,500,000	0	0	1,500,000	0
					<i>Community Capital Improvement</i>	
44	27.5 - CCIP - Bicycle Infrastructure Offer Type: Capital Project	500,000	0	0	500,000	0
					<i>Community Capital Improvement</i>	
45	25.19 - Siphon Bicycle/Pedestrian Overpass (Construction) Offer Type: Capital Project	450,000	0	0	0	450,000
						<i>Keep Fort Collins Great</i>
48 Fund	25.11 - CCIP Bike/Pedestrian Grade-Separated Crossing Offer Type: Capital Project	800,000	0	0	800,000	0
					<i>Community Capital Improvement</i>	
52	51.34 - CCIP - ADA Bus Stop Improvements Offer Type: Capital Project	100,000	0	0	100,000	0
					<i>Community Capital Improvement</i>	

Drilling Platform - Ranked Offers by Outcome

Budget Years: 2023 - 2024

TRANSPORTATION AND MOBILITY - 2023

Rank	Offer # & Name	Offer Cost	Offer Funding			
		Total	GENERAL FUND Dedicated	Ongoing	OTHER FUNDS	RESERVES
53	7.13 - Streets Work for Others - Patching Crew - 2.0 FTE Operator I Offer Type: Enhancement	129,238	0	0	129,238	0
					Transportation	
55	9.2 - Street Maintenance Program - Harmony Road Asphalt and Concrete Rehabilitation: Timberline Road to Interstate-25 Offer Type: Asset Management-Enhanced	0	0	0	0	0
						Transportation
60	52.6 - Civic Center Parking Structure Preventative Maintenance Repairs Offer Type: Asset Management-Enhanced	250,200	0	0	0	250,200
						Parking
61	52.7 - Old Town Parking Structure Preventative Repairs and Elevator Preventative Maintenance Offer Type: Asset Management-Enhanced	150,000	0	0	0	150,000
						General Fund
62	7.12 - Street Maintenance Program - MAX/BRT Bus Line – Downtown Concrete Pavement Upgrade Offer Type: Asset Management-Enhanced	3,000,000	0	0	0	3,000,000
						Transportation
Funded Offers		71,637,411	4,889,042	20,324,400	41,883,528	4,540,441
35	7.10 - 1.0 FTE Street Sweeper Operator I Offer Type: Enhancement	76,099	0	38,128	37,971	0
					Stormwater	
39	36.14 - 1.0 FTE - Traffic Network Engineer Offer Type: Enhancement	76,149	0	76,149	0	0
40	36.12 - Critical Communication - Traffic Signal Infrastructure Offer Type: Asset Management-Enhanced	0	0	0	0	0
46	27.14 - School Transportation Safety Assessments and Strategic Infrastructure for Youth Offer Type: Continuing Enhancement	100,000	0	100,000	0	0
						General Fund

Drilling Platform - Ranked Offers by Outcome

Budget Years: 2023 - 2024

TRANSPORTATION AND MOBILITY - 2023

Rank	Offer # & Name	Offer Cost Total	Offer Funding			
			GENERAL FUND Dedicated	Ongoing	OTHER FUNDS	RESERVES
47	36.13 - School Zone Safety Flasher Upgrade Offer Type: Asset Management-Enhanced	225,000	0	0	0	225,000 <i>General Fund</i>
49	51.30 - 5.0 FTE - Transit Safety and Support Offer Type: Enhancement	404,457	0	0	404,457 <i>Transit Services</i>	0
50 (Construction)	25.20 - College and Trilby Intersection Improvements Offer Type: Capital Project	2,000,000	0	0	0	2,000,000 <i>General Fund</i>
51	25.13 - Power Trail at Harmony Road Grade-Separated Crossing and Trail Extension (Design and Construction) Offer Type: Capital Project	2,200,000	0	0	2,200,000 <i>Transportation</i>	0
56	36.9 - Neighborhood Traffic Mitigation Program Expansion Offer Type: Continuing Enhancement	130,000	0	130,000	0	0
58 (Construction)	25.25 - Laporte Avenue Corridor Improvements Offer Type: Capital Project	0	0	0	0	0 <i>General Fund</i>
63	58.3 - Streetscape Infrastructure Replacement Offer Type: Asset Management-Enhanced	400,000	0	400,000	0	0
64 Upgrades	51.27 - Americans With Disabilities Act (ADA) System Offer Type: Capital Project	3,570,000	0	0	0	3,570,000 <i>General Fund</i>
66	51.21 - Transfort & Parking Services Facilities Maintenance Equipment Offer Type: 1-Time Enhancement	179,000	0	0	0	179,000 <i>Transit Services</i>
67	51.28 - MAX Bus Rapid Transit Corridor Safety Improvements of Assets Offer Type: Asset Management-Enhanced	1,500,000	0	0	0	1,500,000 <i>General Fund Transit Services</i>

Drilling Platform - Ranked Offers by Outcome

Budget Years: 2023 - 2024

TRANSPORTATION AND MOBILITY - 2023

Rank	Offer # & Name	Offer Cost Total	Offer Funding			
			GENERAL FUND Dedicated	Ongoing	OTHER FUNDS	RESERVES
68	7.16 - Street Maintenance Program – ADA Compliance Phase 2 of 3: Driveway Approach Replacement Offer Type: Asset Management-Enhanced	1,365,000	0	1,365,000	0	0
69	7.17 - Street Maintenance Program – Sealing Concrete Joints on High Value Concrete Pavements Offer Type: Asset Management-Enhanced	215,000	0	215,000	0	0
70	51.23 - 1.0 FTE Transport & Parking Services Project Manager Offer Type: Enhancement	69,598	0	69,598	0	0
71	52.8 - Mobile License Plate Recognition System Offer Type: 1-Time Enhancement	90,000	0	0	0	90,000 <i>General Fund</i>
72	52.9 - Parking Enforcement Vehicle and Mobile License Plate Recognition System Offer Type: 1-Time Enhancement	75,000	0	0	0	75,000 <i>General Fund</i>
73	52.14 - Parking Enforcement Vehicle Replacement Offer Type: 1-Time Enhancement	90,000	0	0	0	90,000 <i>General Fund</i>
74	7.18 - Automated Wash Bay Facility Construction Offer Type: Capital Project	2,710,000	0	0	0	2,710,000 <i>General Fund</i>
75	25.10 - Arthur Ditch (Design) Offer Type: 1-Time Enhancement	0	0	0	0	0 <i>General Fund</i>
76	27.10 - South College Corridor Assessment Offer Type: 1-Time Enhancement	300,000	0	0	0	300,000 <i>General Fund</i>
77	51.33 - Transit Technology Asset Replacement & Enhancement Offer Type: Asset Management-Enhanced	250,000	0	0	0	250,000 <i>Transit Services</i>

Drilling Platform - Ranked Offers by Outcome

Budget Years: 2023 - 2024

TRANSPORTATION AND MOBILITY - 2023

Rank	Offer # & Name	Offer Cost Total	Offer Funding			
			GENERAL FUND Dedicated	Ongoing	OTHER FUNDS	RESERVES
78	27.9 - 1.0 FTE Contractual Planner & Electric Vehicle Readiness Program Funding Offer Type: 1-Time Enhancement	107,990	0	0	0	107,990 <i>General Fund</i>
79	52.13 - Downtown Sign Replacement & Upgrades Offer Type: 1-Time Enhancement	0	0	0	0	0 <i>Transit Services</i>
80	25.22 - Turnberry Road and Suniga Road Extensions (30% Design) Offer Type: Capital Project	300,000	0	0	150,000 <i>Transportation</i>	150,000 <i>Transportation CEF</i>
81	27.15 - 1.0 FTE Shift Your Ride Travel Options Program Professional Offer Type: Enhancement	66,544	0	0	66,544 <i>Transportation</i>	0
82	25.24 - Enterprise Capital Planning, Project and Contract Management Tool Offer Type: 1-Time Enhancement	50,000	0	0	0	50,000 <i>General Fund</i>
83	27.16 - ARPA Advancing Connectivity, Health & Placemaking in Northeast Fort Collins Offer Type: 1-Time Enhancement	980,000	0	0	0	980,000 <i>General Fund</i>
84	51.10 - West Elizabeth Enhanced Travel Corridor Full Design Offer Type: 1-Time Enhancement	2,500,000	0	0	0	2,500,000 <i>General Fund Transit Services Transportation</i>
85	25.15 - Downtown Quiet Zone - Design of Wayside Horns Offer Type: Capital Project	505,000	0	0	505,000 <i>Transportation</i>	0
86	27.11 - Mobility Innovation Zones Plan Offer Type: 1-Time Enhancement	150,000	0	0	150,000 <i>Transportation</i>	0

Drilling Platform - Ranked Offers by Outcome

Budget Years: 2023 - 2024

TRANSPORTATION AND MOBILITY - 2023

Rank	Offer # & Name	Offer Cost	Offer Funding			
		Total	GENERAL FUND Dedicated	Ongoing	OTHER FUNDS	RESERVES
87	51.25 - Transfort Service Vehicle Replacement and Fleet Expansion with Electric Vehicle Charging Infrastructure Offer Type: 1-Time Enhancement	300,864	0	0	0	300,864 <i>Transit Services</i>
88	51.26 - Mobility Hub Pilot Offer Type: 1-Time Enhancement	100,000	0	0	0	100,000 <i>General Fund Transit Services</i>
89 Design	51.32 - North College Bus Rapid Transit (BRT) 100% Offer Type: 1-Time Enhancement	2,900,000	0	0	0	2,900,000 <i>General Fund Transit Services</i>
90	51.35 - Removing Barriers to Equitable & Inclusive Transit Offer Type: 1-Time Enhancement	300,000	0	0	0	300,000 <i>General Fund</i>
92	51.14 - 1.0 FTE Dial-A-Ride/Paratransit Manager Offer Type: Enhancement	123,246	0	123,246	0	0
Unfunded Offers		24,408,947	0	2,517,121	3,513,972	18,377,854
Total Offers		96,046,358	4,889,042	22,841,521	45,397,500	22,918,295

Drilling Platform - Ranked Offers by Outcome

Budget Years: 2023 - 2024

TRANSPORTATION AND MOBILITY - 2024

Rank	Offer # & Name	Offer Cost	Offer Funding			
		Total	GENERAL FUND Dedicated	Ongoing	OTHER FUNDS	RESERVES
Not Ranked	7.1 - Street Maintenance Program Offer Type: Asset Management-Ongoing	17,518,169	0	6,847,839	10,670,330 <i>Transportation</i>	0
Not Ranked	7.2 - Snow and Ice Removal Offer Type: Ongoing	1,970,834	0	0	1,523,522 <i>Transportation</i>	447,312 <i>General Fund Keep Fort Collins Great</i>
Not Ranked	7.3 - Essential Street Operations Offer Type: Ongoing	3,297,513 <i>Prior KFCG 0.25% for Other Comm & Trans - Ongoing Revenue</i>	462,565	1,363,880	1,471,068 <i>Transportation</i>	0
Not Ranked	7.4 - Street Sweeping Offer Type: Ongoing	774,257	0	513,928	260,329 <i>Stormwater</i>	0
Not Ranked for Others	7.5 - Planning, Development & Transportation (PDT) Work Offer Type: Ongoing	3,935,307	0	0	3,935,307 <i>Transportation</i>	0
Not Ranked	9.1 - Harmony Road Maintenance Offer Type: Asset Management-Ongoing	290,628	0	0	96,481 <i>Transportation</i>	194,147 <i>Transportation</i>
Not Ranked	25.1 - Capital Projects Division and Administration Offer Type: Ongoing	599,516	0	0	599,516 <i>Transportation</i>	0
Not Ranked	25.2 - Bridge Replacement Program (Minimum) Offer Type: Asset Management-Ongoing	1,700,000	0	1,700,000	0	0
Not Ranked	25.3 - Transportation Capital Expansion Fee Program Offer Type: Ongoing	1,552,339	0	0	1,552,339 <i>Transportation CEF</i>	0
Not Ranked	25.6 - Railroad Crossing Maintenance Offer Type: Asset Management-Ongoing	125,000 <i>Prior KFCG 0.25% for Other Comm & Trans - Ongoing Revenue</i>	125,000	0	0	0
Not Ranked	25.8 - Engineering Administration Offer Type: Ongoing	496,040	0	0	496,040 <i>Transportation</i>	0

Drilling Platform - Ranked Offers by Outcome

Budget Years: 2023 - 2024

TRANSPORTATION AND MOBILITY - 2024

Rank	Offer # & Name	Offer Cost	Offer Funding			
		Total	GENERAL FUND Dedicated	Ongoing	OTHER FUNDS	RESERVES
Not Ranked	25.9 - Engineering Survey Division Offer Type: Ongoing	498,567	0	0	498,567 <i>Transportation</i>	0
Not Ranked	27.1 - FC Moves Mobility Management Offer Type: Ongoing	612,766 <i>Prior KFCG 0.25% for Other Comm & Trans - Ongoing Revenue</i>	62,375	0	550,391 <i>Transportation</i>	0
Not Ranked	27.2 - Safe Routes to School Offer Type: Ongoing	235,720 <i>Prior KFCG 0.25% for Other Comm & Trans - Ongoing Revenue</i>	202,906	0	32,814 <i>Transportation</i>	0
Not Ranked	27.3 - Active Modes Offer Type: Ongoing	485,693 <i>Prior KFCG 0.25% for Other Comm & Trans - Ongoing Revenue</i>	485,693	0	0	0
Not Ranked	27.4 - FC Moves Education & Engagement Offer Type: Ongoing	162,363 <i>Prior KFCG 0.25% for Other Comm & Trans - Ongoing Revenue</i>	152,911	0	9,452 <i>Transportation</i>	0
Not Ranked	27.6 - School Crossing Guard Program Offer Type: Ongoing	94,350 <i>Prior KFCG 0.25% for Other Comm & Trans - Ongoing Revenue</i>	94,350	0	0	0
Not Ranked	36.1 - Traffic Engineering Offer Type: Ongoing	1,382,213	0	0	1,382,213 <i>Transportation</i>	0
Not Ranked	36.2 - Traffic Signals Offer Type: Asset Management-Ongoing	1,131,432	0	0	1,131,432 <i>Transportation</i>	0
Not Ranked	36.3 - Signs and Pavement Markings Offer Type: Asset Management-Ongoing	1,219,786	0	0	1,219,786 <i>Transportation</i>	0
Not Ranked	36.4 - Traffic Operations Equipment Offer Type: Asset Management-Ongoing	269,969 <i>Prior KFCG 0.25% for Other Comm & Trans - Ongoing Revenue</i>	227,895	0	42,074 <i>Transportation</i>	0

Drilling Platform - Ranked Offers by Outcome

Budget Years: 2023 - 2024

TRANSPORTATION AND MOBILITY - 2024

Rank	Offer # & Name	Offer Cost	Offer Funding			
		Total	GENERAL FUND Dedicated	Ongoing	OTHER FUNDS	RESERVES
Not Ranked	36.5 - Neighborhood Traffic Mitigation Program Offer Type: Ongoing	150,000	150,000	0	0	0
			Camera Radar		General Fund	
Not Ranked	51.1 - Transit Fixed Route Network Offer Type: Ongoing	19,282,288	2,748,773	8,083,970	8,449,545	0
			Prior KFCG 0.25% for Other Comm & Trans - Ongoing Revenue		Transit Services	
Not Ranked	51.2 - Game Day Transit Service Offer Type: Ongoing	100,000	0	0	100,000	0
					Transit Services	
Not Ranked	51.3 - Dial-A-Ride Offer Type: Ongoing	2,048,220	422,167	851,504	774,549	0
			Prior KFCG 0.25% for Other Comm & Trans - Ongoing Revenue		Transit Services	
Not Ranked	51.5 - Capital Assets & Projects Offer Type: Asset Management-Ongoing	1,156,250	0	0	1,156,250	0
					Transit Services	
Not Ranked	51.7 - Midday and Weekend FLEX to Boulder Bus Service Offer Type: Ongoing	200,000	0	0	200,000	0
					Transit Services	
Not Ranked	52.1 - Parking Services Offer Type: Ongoing	2,491,968	0	678,187	1,813,781	0
					Parking	
Not Ranked	52.2 - Firehouse Alley Parking Structure Offer Type: Ongoing	228,299	0	82,299	146,000	0
					Parking	
Not Ranked	58.1 - Streetscape Maintenance Offer Type: Ongoing	1,110,177	14,500	1,092,756	2,921	0
			Park Fees		Transportation	
31	7.7 - Sweeping Landfill Fees Offer Type: Continuing Enhancement	80,000	0	40,000	40,000	0
					Stormwater	
32	27.13 - Shift Your Ride Travel Options Program Offer Type: Continuing Enhancement	200,000	0	0	200,000	0
					Transportation	

Drilling Platform - Ranked Offers by Outcome

Budget Years: 2023 - 2024

TRANSPORTATION AND MOBILITY - 2024

Rank	Offer # & Name	Offer Cost Total	Offer Funding			
			GENERAL FUND Dedicated	Ongoing	OTHER FUNDS	RESERVES
33	51.4 - Poudre Express Regional Transit Service Partnership from Greeley to Fort Collins Offer Type: Continuing Enhancement	120,000	0	0	120,000	0
					<i>Transit Services</i>	
34	25.26 - 1.0 FTE - Survey Technician Offer Type: Enhancement	0	0	0	0	0
					<i>City of Fort Collins</i>	
36	58.2 - 1.0 FTE New Streetscapes Maintenance Offer Type: Enhancement	83,563	0	77,613	5,950	0
					<i>Equipment</i>	
37	36.10 - Vision Zero Action Plan Implementation Offer Type: 1-Time Enhancement	75,000	0	75,000	0	0
38	51.31 - 2.0 FTE - Transit Workforce Future-Proofing Offer Type: Enhancement	178,427	0	178,427	0	0
42	25.4 - CCIP - Arterial Intersections Offer Type: Capital Project	1,200,000	0	0	1,200,000	0
					<i>Community Capital Improvement</i>	
43	25.5 - CCIP - Pedestrian Sidewalk - ADA Offer Type: Capital Project	2,400,000	0	0	2,400,000	0
					<i>Community Capital Improvement</i>	
44	27.5 - CCIP - Bicycle Infrastructure Offer Type: Capital Project	800,000	0	0	800,000	0
					<i>Community Capital Improvement</i>	
45	25.19 - Siphon Bicycle/Pedestrian Overpass (Construction) Offer Type: Capital Project	0	0	0	0	0
						<i>Keep Fort Collins Great</i>
48 Fund	25.11 - CCIP Bike/Pedestrian Grade-Separated Crossing Offer Type: Capital Project	1,200,000	0	0	1,200,000	0
					<i>Community Capital Improvement</i>	
52	51.34 - CCIP - ADA Bus Stop Improvements Offer Type: Capital Project	100,000	0	0	100,000	0
					<i>Community Capital Improvement</i>	

Drilling Platform - Ranked Offers by Outcome

Budget Years: 2023 - 2024

TRANSPORTATION AND MOBILITY - 2024

Rank	Offer # & Name	Offer Cost	Offer Funding			
		Total	GENERAL FUND Dedicated	Ongoing	OTHER FUNDS	RESERVES
53	7.13 - Streets Work for Others - Patching Crew - 2.0 FTE Operator I Offer Type: Enhancement	130,926	0	0	130,926	0
					Transportation	
55	9.2 - Street Maintenance Program - Harmony Road Asphalt and Concrete Rehabilitation: Timberline Road to Interstate-25 Offer Type: Asset Management-Enhanced	2,500,000	0	0	0	2,500,000
						Transportation
60	52.6 - Civic Center Parking Structure Preventative Maintenance Repairs Offer Type: Asset Management-Enhanced	0	0	0	0	0
						Parking
61	52.7 - Old Town Parking Structure Preventative Repairs and Elevator Preventative Maintenance Offer Type: Asset Management-Enhanced	150,000	0	0	0	150,000
						General Fund
62	7.12 - Street Maintenance Program - MAX/BRT Bus Line – Downtown Concrete Pavement Upgrade Offer Type: Asset Management-Enhanced	0	0	0	0	0
						Transportation
Funded Offers		74,337,580	5,149,135	21,585,403	44,311,583	3,291,459
35	7.10 - 1.0 FTE Street Sweeper Operator I Offer Type: Enhancement	93,818	0	44,318	49,500	0
					Stormwater	
39	36.14 - 1.0 FTE - Traffic Network Engineer Offer Type: Enhancement	93,740	0	93,740	0	0
40	36.12 - Critical Communication - Traffic Signal Infrastructure Offer Type: Asset Management-Enhanced	104,000	0	104,000	0	0
46	27.14 - School Transportation Safety Assessments and Strategic Infrastructure for Youth Offer Type: Continuing Enhancement	61,000	0	0	0	61,000
						General Fund

Drilling Platform - Ranked Offers by Outcome

Budget Years: 2023 - 2024

TRANSPORTATION AND MOBILITY - 2024

Rank	Offer # & Name	Offer Cost	Offer Funding			
		Total	GENERAL FUND Dedicated	Ongoing	OTHER FUNDS	RESERVES
47	36.13 - School Zone Safety Flasher Upgrade Offer Type: Asset Management-Enhanced	0	0	0	0	0 <i>General Fund</i>
49	51.30 - 5.0 FTE - Transit Safety and Support Offer Type: Enhancement	525,570	0	0	525,570 <i>Transit Services</i>	0
50 (Construction)	25.20 - College and Trilby Intersection Improvements Offer Type: Capital Project	1,800,000	0	0	0	1,800,000 <i>General Fund</i>
51	25.13 - Power Trail at Harmony Road Grade-Separated Crossing and Trail Extension (Design and Construction) Offer Type: Capital Project	0	0	0	0	0 <i>Transportation</i>
56	36.9 - Neighborhood Traffic Mitigation Program Expansion Offer Type: Continuing Enhancement	130,000	0	130,000	0	0
58 (Construction)	25.25 - Laporte Avenue Corridor Improvements Offer Type: Capital Project	1,572,500	0	0	0	1,572,500 <i>General Fund</i>
63	58.3 - Streetscape Infrastructure Replacement Offer Type: Asset Management-Enhanced	400,000	0	400,000	0	0
64 Upgrades	51.27 - Americans With Disabilities Act (ADA) System Offer Type: Capital Project	0	0	0	0	0 <i>General Fund</i>
66	51.21 - Transfort & Parking Services Facilities Maintenance Equipment Offer Type: 1-Time Enhancement	0	0	0	0	0 <i>Transit Services</i>
67	51.28 - MAX Bus Rapid Transit Corridor Safety Improvements of Assets Offer Type: Asset Management-Enhanced	0	0	0	0	0 <i>General Fund Transit Services</i>

Drilling Platform - Ranked Offers by Outcome

Budget Years: 2023 - 2024

TRANSPORTATION AND MOBILITY - 2024

Rank	Offer # & Name	Offer Cost Total	Offer Funding			
			GENERAL FUND Dedicated	Ongoing	OTHER FUNDS	RESERVES
68	7.16 - Street Maintenance Program – ADA Compliance Phase 2 of 3: Driveway Approach Replacement Offer Type: Asset Management-Enhanced	1,365,000	0	1,365,000	0	0
69	7.17 - Street Maintenance Program – Sealing Concrete Joints on High Value Concrete Pavements Offer Type: Asset Management-Enhanced	215,000	0	215,000	0	0
70	51.23 - 1.0 FTE Transport & Parking Services Project Manager Offer Type: Enhancement	97,015	0	97,015	0	0
71	52.8 - Mobile License Plate Recognition System Offer Type: 1-Time Enhancement	0	0	0	0	0 <i>General Fund</i>
72	52.9 - Parking Enforcement Vehicle and Mobile License Plate Recognition System Offer Type: 1-Time Enhancement	0	0	0	0	0 <i>General Fund</i>
73	52.14 - Parking Enforcement Vehicle Replacement Offer Type: 1-Time Enhancement	0	0	0	0	0 <i>General Fund</i>
74	7.18 - Automated Wash Bay Facility Construction Offer Type: Capital Project	0	0	0	0	0 <i>General Fund</i>
75	25.10 - Arthur Ditch (Design) Offer Type: 1-Time Enhancement	500,000	0	0	0	500,000 <i>General Fund</i>
76	27.10 - South College Corridor Assessment Offer Type: 1-Time Enhancement	0	0	0	0	0 <i>General Fund</i>
77	51.33 - Transit Technology Asset Replacement & Enhancement Offer Type: Asset Management-Enhanced	250,000	0	0	0	250,000 <i>Transit Services</i>

Drilling Platform - Ranked Offers by Outcome

Budget Years: 2023 - 2024

TRANSPORTATION AND MOBILITY - 2024

Rank	Offer # & Name	Offer Cost Total	Offer Funding			
			GENERAL FUND Dedicated	Ongoing	OTHER FUNDS	RESERVES
78	27.9 - 1.0 FTE Contractual Planner & Electric Vehicle Readiness Program Funding Offer Type: 1-Time Enhancement	129,548	0	0	0	129,548 <i>General Fund</i>
79	52.13 - Downtown Sign Replacement & Upgrades Offer Type: 1-Time Enhancement	75,000	0	0	0	75,000 <i>Transit Services</i>
80	25.22 - Turnberry Road and Suniga Road Extensions (30% Design) Offer Type: Capital Project	0	0	0	0	0 <i>Transportation CEF</i>
81	27.15 - 1.0 FTE Shift Your Ride Travel Options Program Professional Offer Type: Enhancement	92,760	0	0	92,760	0 <i>Transportation</i>
82	25.24 - Enterprise Capital Planning, Project and Contract Management Tool Offer Type: 1-Time Enhancement	50,000	0	0	0	50,000 <i>General Fund</i>
83	27.16 - ARPA Advancing Connectivity, Health & Placemaking in Northeast Fort Collins Offer Type: 1-Time Enhancement	0	0	0	0	0 <i>General Fund</i>
84	51.10 - West Elizabeth Enhanced Travel Corridor Full Design Offer Type: 1-Time Enhancement	0	0	0	0	0 <i>General Fund Transit Services Transportation</i>
85	25.15 - Downtown Quiet Zone - Design of Wayside Horns Offer Type: Capital Project	0	0	0	0	0 <i>Transportation</i>
86	27.11 - Mobility Innovation Zones Plan Offer Type: 1-Time Enhancement	0	0	0	0	0 <i>Transportation</i>

Drilling Platform - Ranked Offers by Outcome

Budget Years: 2023 - 2024

TRANSPORTATION AND MOBILITY - 2024

Rank	Offer # & Name	Offer Cost	Offer Funding			
		Total	GENERAL FUND Dedicated	Ongoing	OTHER FUNDS	RESERVES
87	51.25 - Transfort Service Vehicle Replacement and Fleet Expansion with Electric Vehicle Charging Infrastructure Offer Type: 1-Time Enhancement	864	0	0	0	864 <i>Transit Services</i>
88	51.26 - Mobility Hub Pilot Offer Type: 1-Time Enhancement	175,000	0	0	0	175,000 <i>General Fund Transit Services</i>
89 Design	51.32 - North College Bus Rapid Transit (BRT) 100% Offer Type: 1-Time Enhancement	0	0	0	0	0 <i>General Fund Transit Services</i>
90	51.35 - Removing Barriers to Equitable & Inclusive Transit Offer Type: 1-Time Enhancement	0	0	0	0	0 <i>General Fund</i>
92	51.14 - 1.0 FTE Dial-A-Ride/Paratransit Manager Offer Type: Enhancement	129,011	0	129,011	0	0
Unfunded Offers		7,859,826	0	2,578,084	667,830	4,613,912
Total Offers		82,197,406	5,149,135	24,163,487	44,979,413	7,905,371

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7.1 Street Maintenance Program - Offer Type: Asset Management-Ongoing - Funded

2023 - \$17,041,206

2024 - \$17,518,169

Funding this ongoing Street Maintenance Program (SMP) offer provides City residents with a network of safe, high-quality roads for their travel and commercial needs. This program encompasses the larger scale project-level maintenance projects. Work is performed by in- house crews and contractors.

The Streets Department maintains 1,986 lane miles of roads that have a replacement value of more than one billion dollars. Street infrastructure is one of the largest City assets and impacts everyone's daily lives. Properly funded street maintenance preserves the transportation system and prevents expensive replacement costs. Complete and quality street infrastructure plays a central role in facilitating daily commerce and social connectivity.

This offer allows for safe, well-maintained streets, curb and gutter, sidewalks, bike lanes, and Americans with Disabilities Act (ADA)-compliant pedestrian access ramps.

- Proper resurfacing maintenance prevents potholes. Pothole filling declined from 15,000 per year in 2010 to 3,168 in 2021. This represents approximately five times fewer potholes per year in an 11-year period, which reinforces what a successful, properly funded maintenance program can accomplish.
- An asset management approach has been used to select street maintenance treatments for more than a decade. The Pavement Condition Index (PCI) is collected by an external audit of our pavement on a three-year cycle. The 2021 third-party audit produced a citywide average PCI of 73.3. PCI is based on a 0 to 100 scale with 100 being the highest rating achievable.
- The next scheduled third-party audit is scheduled to occur in 2024. In years where the audit is not performed, modeling projects an overall PCI for the street network
- Increased construction costs paired with budgets that do not increase at the same rate over the last five years have moved the program from a 16-year to a 21-year maintenance interval.

This Offer supports the following Strategic Objectives:

- TM 6.5 - Maintain existing and aging transportation infrastructure to keep the system in a state of good repair and continually address missing elements to meet community needs and expectations.
- TM 6.1 - Improve safety for all modes and users of the transportation system to ultimately achieve a system with no fatalities or serious injuries.
- HPG 7.8 - Evaluate the City's assets and infrastructure to most effectively prioritize funding that best maintains and protects those investments, while improving the customer experience.

7.2 Snow and Ice Removal - Offer Type: Ongoing - Funded

2023 - \$1,927,195

2024 - \$1,970,834

Funding this offer will provide high quality snow and ice removal services for all modes of transportation. A well planned and executed winter operations plan is imperative. This plan strives to maximize services while minimizing the impact to the environment and remaining cost efficient. The goal is to remove snow and ice from streets, bike lanes, sidewalks and pedestrian access ramps within 24 hours after a storm. While the severity of each winter storm is unpredictable, the Streets Department will continue to work within its resources to maintain the highest level of customer service possible while balancing efficiency in snow and ice control.

When a storm is forecasted, City crews and contractors are readied so equipment can be mobilized quickly to plow and de ice streets and sidewalks. No two storms are identical, and weather conditions can vary significantly during the winter months. Different conditions require different tactics and corresponding strategies.

During the snow season, crews are assigned shifts to respond 24/7 to any storm event. Arterial streets are first to provide a network for emergency vehicles; collector streets are second and school routes third. If snow depth warrants it may be deemed necessary to also clear residential streets. In some cases, the first response to a

TRANSPORTATION AND MOBILITY

winter snow and ice storm may be anti-icing treatments before the storm begins. During the storm, de icing and plowing operations occur. After the storm, in the cleanup phase, crews return to clear bike lanes of snow and ice and contractors clear sidewalks and pedestrian access ramps. Downtown snow removal is an intensive process and is performed as needed according to conditions. It is generally done at night to minimize the impact to traffic and parking. It requires multiple pieces of heavy equipment and snow must be hauled to a designated snow dump site.

This Offer supports the following Strategic Objectives:

- TM 6.1 - Improve safety for all modes and users of the transportation system to ultimately achieve a system with no fatalities or serious injuries.
- SAFE 5.4 - Provide ubiquitous emergency communication and comprehensive emergency preparedness and management.
- HPG 7.1 - Provide world-class municipal services, while recognizing the importance of multi-sector relationships and partnerships at all levels.

7.3 Essential Street Operations - Offer Type: Ongoing - Funded

2023 - \$3,301,691

2024 - \$3,297,513

This offer allows the Streets Department to manage and provide a high level of service for maintenance activities within the multi-modal transportation network. This offer includes the general maintenance program and the administration and technology oversight of the overall Streets Department.

Essential Street Operations includes street maintenance, mowing, barrow ditches, unpaved roads, potholes, crack sealing, road shoulders, guardrails, asphalt patching, MAX/BRT corridor, pedestrian lighting, pedestrian underpasses, bike lanes, the Adopt-A-Street program, and reactive bridge maintenance of decks and road surfaces. Streets provides on-call staff 24/7 for emergency calls addressing safety concerns, such as debris in the road or pavement failures.

The administration and information technology groups are vital in maintaining a diverse department and support more than 60 staff members in the Streets Department. This group provides leadership and coordination for all Streets programs, including work planning, billing, budget management, public and internal outreach, personnel safety and training, world-class customer service, environmental compliance, technology innovation and facilities maintenance. This team is integral in coordinating the work of hired contractors, in managing service requests from the public and in processing Human Resources documentation for hiring, performance, disciplinary actions, and separations.

This Offer supports the following Strategic Objectives:

- TM 6.5 - Maintain existing and aging transportation infrastructure to keep the system in a state of good repair and continually address missing elements to meet community needs and expectations.
- TM 6.1 - Improve safety for all modes and users of the transportation system to ultimately achieve a system with no fatalities or serious injuries.
- HPG 7.6 - Optimize technology, data analysis and process improvements to innovate, guide decisions and enhance service delivery.

7.4 Street Sweeping - Offer Type: Ongoing - Funded

2023 - \$747,761

2024 - \$774,257

Funding this offer provides strategically planned schedules for efficient and cost-effective sweeping operations on streets and bike lanes throughout Fort Collins. Streets are scheduled to be swept based upon the priority (sweeping schedules may change due to weather or other street or utility maintenance activities).

- Arterial streets (main roads, such as Horsetooth Road, Shields Street, Prospect Road) and their adjoining bike lanes are scheduled for sweeping every two weeks.
- The Downtown area (Howes Street to Peterson Street and Mulberry Street to Cherry Street) is swept two times per week.
- Collector streets (roads connecting arterial streets, such as Remington Street and Swallow Road) and their adjoining bike lanes are swept four times per year.

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- “Residential streets are swept by zone four times per year

Other components of the sweeping program include compliance with the Fugitive Dust Policy, bike lane sweeping, MAX/BRT sweeping, Mason Trail sweeping, and 24 hour emergency response for street and bike lane hazards.

Street Sweeping plays a critical role in keeping Fort Collins streets, air and water clean. Street sweeping removes dirt, leaves, and debris from city streets, which reduces air and water pollution and supports a clean environment. Aesthetics is also an important consideration. Street sweeping has always been a demand from the public and the need will only increase as the street network expands with added lane miles and new residential areas.

Sweeping promotes a bicycle-friendly community by providing safer traveling surfaces for bicycle commuters. Without regular bike lane sweeping, debris, dirt, and glass from the roadway is forced into the bike lanes and road shoulders.

This Offer supports the following Strategic Objectives:

- TM 6.1 - Improve safety for all modes and users of the transportation system to ultimately achieve a system with no fatalities or serious injuries.
- ENV 4.2 - Improve indoor and outdoor air quality.
- ENV 4.6 - Sustain and improve the health of the Cache la Poudre River and all watersheds within Fort Collins.

7.5 Planning, Development & Transportation (PDT) Work for Others - *Offer Type: Ongoing - Funded*

2023 - \$3,822,819

2024 - \$3,935,307

This collaborative offer within PDT is an opportunity for City departments, Colorado State University, Poudre School District, developers and public agencies to purchase high quality goods and services at competitive prices from the Streets and Traffic departments. This program pays for itself through revenue generated from the following services:

- Asphalt Patching
- Traffic Control
- Snow Removal
- Road Construction
- Recycling Material
- Contract Sweeping
- Signs and Pavement Marking Installation
- Traffic Signal Construction

This program provides others with a quality product at a reduced cost while using City equipment and employee expertise. Through this program, the Streets Department provides asphalt patching services for the Utilities departments, and maintenance and construction of new roads for Natural Areas and Wastewater. The program provides sweeping and snow removal services for the Civic Center Parking Structure, the Old Town Parking Structure, Police Services parking lots and various other City parking lots.

The Streets Department also provides traffic control services to all City departments on a full time and emergency basis 24 hours a day, 365 days per year. Maintaining a high level of consistent, dedicated staff is critical to provide safe work zones for the traveling public and workers no matter what the situation.

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Traffic Operations typically builds or upgrades four traffic signals per year for development or the City's Capital Improvement Projects. In addition, numerous signing and marking projects occur through this program. Funding for these projects comes from other jurisdictions, developers and other City departments.

Also included in this offer is the operation of the crushing/recycling facility. Through the crushing facility, the City avoids landfill fees by recycling material from City projects and the public. The crushing facility accepts clean material from contractors and the public for free.

This Offer supports the following Strategic Objectives:

- TM 6.1 - Improve safety for all modes and users of the transportation system to ultimately achieve a system with no fatalities or serious injuries.
- ENV 4.3 - Accelerate efforts to achieve 2030 zero waste goals.
- HPG 7.1 - Provide world-class municipal services, while recognizing the importance of multi-sector relationships and partnerships at all levels.

7.7 Sweeping Landfill Fees - Offer Type: Continuing Enhancement - Funded 2023 - \$80,000 2024 - \$80,000

At the end of December 2020, the City of Fort Collins signed an intergovernmental agreement (IGA) with Larimer County and Loveland, the three parties who share ownership of the Larimer County Landfill site. The IGA identifies the responsibilities and financial commitments of the three parties pertaining to the remediation of environmental contamination at the Larimer County Landfill. As part of the IGA cost sharing negotiations, the IGA stipulated that the City would start to pay tipping fees directly to Larimer County for landfill material as of January 1, 2021. See link to actual IGA for additional information. Historically, the City was not charged by the landfill for material self-hauled by the City to the landfill. Instead, City departments paid tipping fees into an internal Waste Innovation Program to fund internal projects to reduce waste hauled to the landfill. The internal fee paid through the Innovation Fund was \$5.27 per cubic yard for rubble and was not increased over time to match the fee increases changed at the landfill. In 2021, the tipping fee at the landfill for rubble had increased to \$20.35 per cubic yard. In 2022, Larimer County landfill has yet again increased the tipping fees to \$22.15 per cubic yard. The increased tipping fee is 8.8 percent higher than year 2021. The purpose of this offer is to offset the cost increase. Streets is researching alternatives to reduce the amount of material being diverted to the landfill, reviewing recycling programs and integrating efficiencies.

This Offer supports the following Strategic Objectives:

- TM 6.1 - Improve safety for all modes and users of the transportation system to ultimately achieve a system with no fatalities or serious injuries.
- ENV 4.2 - Improve indoor and outdoor air quality.
- ENV 4.6 - Sustain and improve the health of the Cache la Poudre River and all watersheds within Fort Collins.

7.10 1.0 FTE Street Sweeper Operator I - Offer Type: Enhancement - Unfunded 2023 - \$76,099 2024 - \$93,818

Funding this offer will add 1.0 FTE additional sweeper operator. Currently the City employs two daytime sweeper operators. This offer will help alleviate workload and maintain the level of service when one sweeping operator is out of office or unavailable due to vacations, sick leave, or other sweeping responsibilities such as contract sweeping and emergency sweeping requests, which diverts resources and is detrimental to our scheduled sweeping operations.

- During 2021, Streets received 288 sweeping call out requests. An average call out will take two hours to complete. This reduces our ability to meet the daily scheduled sweeping obligations.
- In 2021, Streets had a total of 576 call out hours, an approximate increase of 30% outside normal sweeping obligations.
- From 2016 to 2020, the City of Fort Collins increased new lane miles by 11% throughout the community.
- To increase stormwater quality, Utilities Stormwater department will contribute an additional \$50,000 to support this offer and to support our yearly "Operation Clean

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Sweep (OCS)" program.

This Offer supports the following Strategic Objectives:

- TM 6.1 - Improve safety for all modes and users of the transportation system to ultimately achieve a system with no fatalities or serious injuries.
- ENV 4.2 - Improve indoor and outdoor air quality.
- ENV 4.6 - Sustain and improve the health of the Cache la Poudre River and all watersheds within Fort Collins.

7.12 Street Maintenance Program - MAX/BRT Bus Line – Downtown Concrete Pavement Upgrade - Offer 2023 - \$3,000,000 Type: Asset Management-Enhanced - Funded 2024 - \$0

This enhancement offer as part of the Street Maintenance Program (SMP), will upgrade the MAX/BRT Line guideway pavements to 10 inches of concrete with steel dowels for load transfer, as intended in the original project vision, to replace failing asphalt pavements. The project area is incapable of carrying the current bus traffic loads resulting in failing and unsightly asphalt pavement in the Downtown Fort Collins area.

Eight blocks of Mason Street from Laurel Street through Maple Street (northern section of MAX/BRT) are experiencing rapid degradation of the asphalt pavements due to the introduction of MAX/BRT Line bus traffic. These buses are significantly overweight on their back axles and run at 10- to 15-minute intervals throughout the year. The system was put onto the existing Mason Street asphalt pavements (4 inch depth) with only a minimal mill and asphalt overlay that did not add structure due to floodway concerns, curbing constraints, and the inability to close the road for reconstruction. Elsewhere on the corridor the MAX/BRT Line runs on newly constructed 10 inch concrete pavements constructed with the original project. These concrete pavement areas are withstanding bus loads and are performing well.

Underfunding the original project scope led to compromises to use existing, undersized asphalt pavements on Mason Street, through the CSU campus and on McClelland Drive. The Mason Street pavements are the thinnest and most problematic between Laurel Street and Maple Street.

This Offer supports the following Strategic Objectives:

- TM 6.3 - Invest in equitable access to, and expansion of, all sustainable modes of travel with emphasis on growing transit ridership.
- TM 6.2 - Support an efficient, reliable transportation system for all modes of travel, enhance high-priority intersection operations, and reduce Vehicle Miles Traveled (VMT).
- TM 6.4 - Support and invest in regional transportation connections.

7.13 Streets Work for Others - Patching Crew - 2.0 FTE Operator I - Offer Type: Enhancement - Funded 2023 - \$129,238 2024 - \$130,926

Funding this offer would create two new 1.0 FTE positions for the Streets' Work-for-Others (WFO) Patch Crew and will allow the patching crew to improve scheduling services throughout the year. This offer would help maintain the crew's ability to provide exceptional service to the ever-growing workload from other city departments. Funding this offer will allow the patch crew to better schedule services throughout the year.

The Streets Patch Crew provides competitive, low-cost, high-quality patching to other City Departments, mainly Utilities and the Street Maintenance Program. These low-cost patches enable the City Utilities Department to reduce costs and in turn reduce utility costs for the residents of Fort Collins. Over the past few years , the Utilities Department has altered their excavation practices to better serve the community. This has changed the requirements and needs for the Streets' Patching Crew by increasing the size of patches. These larger patches require different equipment, which in turn requires more patch crew employees to operate the equipment safely and

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properly. These two FTE positions would provide the necessary equipment operators and labor to meet the patching needs of our clients safely and efficiently.

Funding these two FTE positions would also provide two additional snowplow operators to fill positions that the Streets Department must currently fill via other City departments (in addition to the operators they already provide for Snow Operations) and contractors.

Additional personnel will also be able to provide after hours emergency response, reduce overtime burden on existing personnel and create better work-life balance for all crew members.

This Offer supports the following Strategic Objectives:

- TM 6.1 - Improve safety for all modes and users of the transportation system to ultimately achieve a system with no fatalities or serious injuries.
- TM 6.2 - Support an efficient, reliable transportation system for all modes of travel, enhance high-priority intersection operations, and reduce Vehicle Miles Traveled (VMT).
- HPG 7.7 - Address current and long-term projected gap between available revenue and resources, and what is required to meet service levels set by adopted plans.

7.16	Street Maintenance Program – ADA Compliance Phase 2 of 3: Driveway Approach Replacement - <i>Offer</i>	2023 - \$1,365,000
	<i>Type: Asset Management-Enhanced - Unfunded</i>	2024 - \$1,365,000

This enhancement offer advances Phase 2 of the effort to bring the City pedestrian sidewalk system into Americans with Disabilities Act (ADA) compliance. In 2016, the Street Maintenance Program (SMP) proposed a transition plan for the existing sidewalk system maintained by SMP. This 45-year plan proposed to work toward ADA compliance through three phases, with each phase being 15 years and coordinated with one cycle of the City's street maintenance efforts. Since this time, stagnate budgets, increases in street inventory, and increasing construction costs have increased this return period to 20 years extending the compliance period to a total of 55 years.

Phase 1 of this effort started in 2016 to upgrade all City right-of-way corners with ADA compliant pedestrian ramps. We believe this effort will be completed on or near 2030. A special one-time enhancement offer of two million dollars per year was allotted to this effort from KFCG Reserves in 2017 and 2018 to assist with the cost. After this initial funding enhancement, the cost of Phase 1 had to be absorbed into the SMP funding. Currently, a third of the cost of the entire program is dedicated to concrete repairs and ADA ramp compliance.

Additional funding is required to advance Phase 2 of this effort to remove and replace old non-compliant driveway approaches, restoring them to a two percent, cross-slope, on the sidewalks. Non-compliant driveway approaches currently do not provide safe passage for residents of differing ability levels and are not accessible to those using wheelchairs. The City is legally obligated to fix these approaches as regulated by Federal Department of Justice. Upgrading or removing non-compliant driveway approaches may not be popular with many residents so careful planning and outreach efforts will be needed before implementation of this crucial phase in the City's mission to create safe, equitable and accessible ADA compliant facilities for all residents.

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This Offer supports the following Strategic Objectives:

- TM 6.1 - Improve safety for all modes and users of the transportation system to ultimately achieve a system with no fatalities or serious injuries.
- TM 6.2 - Support an efficient, reliable transportation system for all modes of travel, enhance high-priority intersection operations, and reduce Vehicle Miles Traveled (VMT).
- TM 6.5 - Maintain existing and aging transportation infrastructure to keep the system in a state of good repair and continually address missing elements to meet community needs and expectations.

7.17 Street Maintenance Program – Sealing Concrete Joints on High Value Concrete Pavements - Offer 2023 - \$215,000 Type: Asset Management-Enhanced - Unfunded 2024 - \$215,000

This enhancement offer for the Street Maintenance Program (SMP) intends to implement a new innovative program sealing the control and construction joints in high value concrete pavements such as the MAX/BRT Line pavements and arterial roadway intersections. Technical understanding of the chemistries of concrete interactions with snowmelt salts has advanced over the last decade to understand definitively that the magnesium chloride used to provide safe winter driving conditions is penetrating the concrete at the joints, weakening the concrete structure and promoting expansive compounds such as calcium oxychloride that eats away concrete like sugar creating cavities in teeth. The focus of this deterioration is at the cut joints of concrete because it is here that the seal from the original finishing efforts is compromised (by sawcutting tool joints) allowing penetration of deicing products causing problematic chemical reactions. Once the joint is compromised, the required repair is to replace both panels on either side of the joint at significant expense. While concrete maintenance usually results in only replacing 10 to 15 percent of the paneled surface it is usually double or triple the cost and time to repair when compared to an asphalt overlaid surface.

This new effort would widen existing joints to remove exposed surfaces, treat the new surfaces with hydrophobic materials to inhibit the intrusions of salt bearing fluids to the concrete pore structure, and then reseal the joints to the surface to prevent water ponding and penetration into the joints. This effort (sealing with the hydrophobic treatment of the surface) has not typically been part of the traditional maintenance efforts in the City of Fort Collins because of our dry climate. . The life expectancy of a properly sealed concrete joint is between 10 and 15 years.

This Offer supports the following Strategic Objectives:

- TM 6.5 - Maintain existing and aging transportation infrastructure to keep the system in a state of good repair and continually address missing elements to meet community needs and expectations.
- TM 6.1 - Improve safety for all modes and users of the transportation system to ultimately achieve a system with no fatalities or serious injuries.
- HPG 7.8 - Evaluate the City's assets and infrastructure to most effectively prioritize funding that best maintains and protects those investments, while improving the customer experience.

7.18 Automated Wash Bay Facility Construction - Offer Type: Capital Project - Unfunded 2023 - \$2,710,000 2024 - \$0

Funding this offer will finish the wash bay construction as originally planned at the Streets Department Main Facility.

One-time cost:

- If built in 2023 - \$2.71 million
- If built in 2024 - \$2.91 million

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When the Streets Facility was constructed in 1994 the wash bay area was envisioned to have two bays for manual spraying of equipment and a third for an automated system. The third wash bay was never completely constructed in the original construction due to budgetary constraints (the utilities and pre-work were completed in preparation of later completion).

The requested funding would build an automated wash facility which would greatly reduce the operator time and water needed for washing equipment and vehicles (including snowplows). Streets would reduce our water use by an estimated 907,000 gallons of water per year. With the combined water use from a pressure washer and 2" hydrant hose to wash the plow truck undercarriage, each plow truck uses 2,700 gallons per wash. With 24 plow trucks in our fleet and average of 14 snowstorms per season the water reduction would be substantial. Under current Streets practices every snowplow must be thoroughly washed after each storm to remove de-icing products and greatly reduce corrosion and rust. Typically, after each storm, Streets department staff will spend all day washing 24 plow trucks and other snow equipment. This includes manually washing the equipment and waiting on the availability for the wash bay. The daily cost savings would be \$4,320 or \$60,480 per snow season. Thousands of gallons of water are used as well as many personnel hours after each storm. The proposed automated system would reduce the time from 60+ minutes per piece of equipment to 60 seconds. It would also provide the opportunity to recycle and reuse the water. This would greatly reduce the cost of post storm and other equipment washing needs both in personnel hours and water usage.

This Offer supports the following Strategic Objectives:

- HPG 7.5 - Foster a culture of physical and psychological safety, resilience, wellness and sustainability across the City organization.
- TM 6.5 - Maintain existing and aging transportation infrastructure to keep the system in a state of good repair and continually address missing elements to meet community needs and expectations.

9.1 Harmony Road Maintenance - Offer Type: Asset Management-Ongoing - Funded

2023 - \$283,912

2024 - \$290,628

This offer funds ongoing maintenance and operation of a key City arterial to ensure quality infrastructure and smooth traffic flow.

Harmony Road is a major arterial road that links I 25 to U.S. Highway 287. In 2006, the City received funding from the Colorado Department of Transportation (CDOT) to own and maintain Harmony Road. The funding is currently part of the 292 fund and is identified as the Harmony Road Maintenance Fund. This is a joint offer between the Streets and Traffic departments to provide routine maintenance such as sweeping, snow and ice removal, pothole repair, traffic signs and signal repairs, pavement markings, and mowing the road shoulders and medians. The expenditures for these activities are drawn directly from the Harmony Road Reserve.

This offer also includes the landscaping, maintenance and utility costs for the Harmony Transfer Center, also known as the Harmony Park and Ride, at the Harmony/I 25 interchange. This facility serves a variety of multi-modes and socio economic groups, including carpoolers, shuttle riders to and from Denver International Airport, and bicyclists. The Streets Department provides sweeping, mowing, patching, striping, signage, trash removal, snow and ice removal, and other maintenance activities at the Transfer Center. The Streets Department also maintains an information kiosk and leases covered bike lockers at the facility. Beyond the Harmony Transfer Center, this offer also includes regular landscaping, mowing, trash removal and other maintenance activities throughout the entire Harmony/I-25 interchange, and adjoining medians and rights-of-way.

This Offer supports the following Strategic Objectives:

- TM 6.1 - Improve safety for all modes and users of the transportation system to ultimately achieve a system with no fatalities or serious injuries.
- HPG 7.8 - Evaluate the City's assets and infrastructure to most effectively prioritize funding that best maintains and protects those investments, while improving the customer experience.

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9.2 Street Maintenance Program - Harmony Road Asphalt and Concrete Rehabilitation: Timberline Road to Interstate-25 - Offer Type: Asset Management-Enhanced - Funded

2023 - \$0
2024 - \$2,500,000

This enhancement offer will appropriate existing funds from the Harmony Road Reserves for the programmed street maintenance of Harmony Road between Timberline Road and I 25 in 2024. The maintenance of Harmony Road was transferred from the Colorado Department of Transportation to the City of Fort Collins in 2005 along with a one-time payout to compensate the City for future maintenance. Approximately five million dollars of this fund remains after initial maintenance and upgrade efforts at the time of transfer.

The Street Maintenance Program (SMP) has been monitoring the Pavement Condition Index (PCI) of paved surfaces of Harmony Road, and the section from Timberline Road to I 25 has fallen to a level requiring its next maintenance treatment (2021 PCI data = 52). A 52 PCI equates to a "Poor" or Level of Service "D" rating. SMP is requesting a one time appropriation of \$2.5 million from funds dedicated for this purpose to deal with this significant effort without diluting the street maintenance efforts within the larger community. This resurfacing effort will add approximately 16 lane miles of effort to the 2024 season with an estimated 20-year extension of the life of the road surface. Concrete repairs and Americans with Disabilities Act (ADA)-compliant pedestrian ramp improvements will be necessary prior to paving.

Harmony Road is one of the gateway roads leading to our community and one of the first impressions visitors experience entering Fort Collins. This enhancement offer promotes community equity upgrading the pavements along a critical transit corridor linking I 25, Timnath, and other communities to Fort Collins.

This Offer supports the following Strategic Objectives:

- TM 6.5 - Maintain existing and aging transportation infrastructure to keep the system in a state of good repair and continually address missing elements to meet community needs and expectations.
- TM 6.1 - Improve safety for all modes and users of the transportation system to ultimately achieve a system with no fatalities or serious injuries.
- HPG 7.8 - Evaluate the City's assets and infrastructure to most effectively prioritize funding that best maintains and protects those investments, while improving the customer experience.

25.1 Capital Projects Division and Administration - Offer Type: Ongoing - Funded

2023 - \$541,249
2024 - \$599,516

This offer would fund the Capital Projects Division (CPD) within the City's Engineering Department. CPD oversees capital projects related to transportation infrastructure including, but not limited to, roadway and utility construction, bridge maintenance and replacements, pedestrian and bicycle infrastructure, and grade-separated crossings. CPD manages an annual projects budget between \$30M and \$40M. The Engineering Department actively seeks and applies for federal and state grants that fund approximately one-half of all transportation capital projects.

CPD is responsible for the scoping, design, construction and overall project delivery of transportation capital projects. CPD delivers projects primarily for Engineering, as well as Traffic Operations, Streets, FC Moves, Parks, Park Planning & Development, Utilities, Police Services, Operation Services, and Transport, among others. Projects are identified and prioritized by the City's various transportation planning efforts including the Transportation Capital Projects Prioritization Study (TCPPS), Active Modes Plan (AMP), and Transportation Improvement Plan (TIP).

CPD provides the following services:

- Project oversight and administration of all activities related to transportation capital improvements, including coordination with related development projects
- Citywide coordination with all internal departments, private utilities, major developments, and partner agencies to reduce project conflicts, minimize need for future work, and reduce traffic impacts from construction activities

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- Coordinates work with the railroad companies
- Acts as internal resource for other departments regarding technical questions and advice
- Provides internal design services as needed
- Manages engineering consultants and construction contractors to ensure all applicable Fort Collins standards are met and to ensure quality products

CPD currently includes 11 FTEs.

This Offer supports the following Strategic Objectives:

- TM 6.1 - Improve safety for all modes and users of the transportation system to ultimately achieve a system with no fatalities or serious injuries.
- TM 6.2 - Support an efficient, reliable transportation system for all modes of travel, enhance high-priority intersection operations, and reduce Vehicle Miles Traveled (VMT).
- TM 6.5 - Maintain existing and aging transportation infrastructure to keep the system in a state of good repair and continually address missing elements to meet community needs and expectations.

25.2 Bridge Replacement Program (Minimum) - Offer Type: Asset Management-Ongoing - Funded

2023 - \$1,700,000

2024 - \$1,700,000

This offer would provide base funding for the City's Bridge Replacement Program. There are two related enhancement offers: 25.7 Bridge Replacement Program (Current Level of Service) and 25.21 Bridge Lifespan Maintenance Program.

The program provides inspections of all major (89) and minor (133) bridge structures located in City roadways. Bridge structures are integral to most local, collector, arterial and regional roadways within Fort Collins. Pedestrian bridges (142) and structures (93) managed by the Parks and Natural Areas departments are also included in the inspection program. The road, trail and bridge networks grow continually as new infrastructure is added through development.

This offer funds the minimum estimated amount of bridge replacement needed to keep existing roadways open and safe. This funding would maintain the current level of service for approximately 10 years. Additional funding is needed to maintain the current level of service beyond this timeframe. Decreasing levels of service equate to lowering the load ratings for existing bridges and closing bridges (roads) when their ratings become insufficient. These outcomes have a direct impact on safety, mobility and economic health.

Reactive bridge maintenance (decks and road surfaces) is performed by the Streets Department as part of Offer 7.1. This maintenance is primarily related to road safety and not at prolonging the life span of the bridge. Additional funding is needed for proactive maintenance (structure repair, scour remediation, etc.) that would 1) prolong bridge lifespans, 2) reduce overall bridge replacement costs, and 3) extend current service levels more years into the future.

Engineering Department and Capital Projects Division (CPD) staff administer this program providing oversight, inspections, cost estimating, design and project management for bridge replacements. Staff apply for grant funding (availability varies) where there is a typically an 80% (grant) 20% (local) split.

This Offer supports the following Strategic Objectives:

- TM 6.5 - Maintain existing and aging transportation infrastructure to keep the system in a state of good repair and continually address missing elements to meet community needs and expectations.
- TM 6.1 - Improve safety for all modes and users of the transportation system to ultimately achieve a system with no fatalities or serious injuries.

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25.3 Transportation Capital Expansion Fee Program - *Offer Type: Ongoing - Funded*

2023 - \$1,538,055

2024 - \$1,552,339

This offer will fund the City's Transportation Capital Expansion Fee (TCEF) Program.

TCEF is the primary mechanism the City uses to ensure that new growth pays for its proportional impact on the City's transportation system.

The program accomplishes the following:

- Implements Council's policy of growth paying its fair share of transportation infrastructure
- Determines and collects TCEF for development and redevelopment
- Contributes funding to growth- related City capital projects and provides project oversight and management, including review, construction and inspection
- Reimburses development for constructing roadway improvements above the required local street access standards

TCEF fees are one time payments from development that fund the expansion of public facilities needed to accommodate new development, ensuring that development pays its fair share of the costs of additional infrastructure. This offer appropriates the funds and authorizes staff to administer the TCEF program.

Expected deliverables for this program include adding capacity to the transportation system throughout the City, and reimbursing development for constructing roadway improvements above the required local street access standards. Future, ongoing operations and maintenance costs are not a part of the core program offer and have been addressed in specific project offers.

This program is self funded via a fee charged to developers based directly on the developments' estimated impact to the transportation system. The amount of this offer is based on the estimated fee collection. Over half of the City's arterial and collector streets have been constructed through participation in the TCEF Program.

This Offer supports the following Strategic Objectives:

- TM 6.1 - Improve safety for all modes and users of the transportation system to ultimately achieve a system with no fatalities or serious injuries.
- TM 6.2 - Support an efficient, reliable transportation system for all modes of travel, enhance high-priority intersection operations, and reduce Vehicle Miles Traveled (VMT).

25.4 CCIP - Arterial Intersections - *Offer Type: Capital Project - Funded*

2023 - \$800,000

2024 - \$1,200,000

This offer funds ballot-mandated arterial intersection improvement projects throughout Fort Collins. The Community Capital Improvement Program (CCIP) ¼-cent sales tax passed in 2014 provides funding for this program.

The goal of this program is to make prioritized safety, operational and congestion improvements to arterial intersections throughout the community. This offer is a continuation of a 10 year program funded through Building on Basics. The projects are prioritized based on the Transportation Capital Projects Prioritization Study (TCPPS), using criteria such as traffic volume, accident rates, intersection delay, pedestrian/bicycle safety, transit operations, and equity. The results of the study are aligned with Key Strategic Outcome areas and focus on providing safe and reliable multi-modal travel throughout Fort Collins. The study is currently being updated, including a list of the highest priority intersections.

Preliminary Design, Final Design, and Construction Contributions to Intersection Improvements:

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- 2017: College and Prospect
- 2018: College and Horsetooth
- 2019: College and Drake (preliminary) as well as Drake and Lemay (preliminary)
- 2020 through 2022: Priority intersection designs, Timberline and Vine (design), South Timberline (construction)

2023 funds will go to provide grant matching and overall funding needs for the College and Trilby Intersection Improvements, which is the City's highest priority intersection identified for needed safety and congestion improvements. The City has been awarded four state and federal grants for this project as well. Additionally, funding in 2024 is proposed for priorities such as College and Drake, and Drake and Lemay.

This Offer supports the following Strategic Objectives:

- TM 6.1 - Improve safety for all modes and users of the transportation system to ultimately achieve a system with no fatalities or serious injuries.
- TM 6.2 - Support an efficient, reliable transportation system for all modes of travel, enhance high-priority intersection operations, and reduce Vehicle Miles Traveled (VMT).
- TM 6.5 - Maintain existing and aging transportation infrastructure to keep the system in a state of good repair and continually address missing elements to meet community needs and expectations.

25.5 CCIP - Pedestrian Sidewalk - ADA - Offer Type: Capital Project - Funded

2023 - \$1,500,000

2024 - \$2,400,000

This offer funds the Pedestrian Sidewalk and ADA Compliance Program. To date, the sidewalk program has been funded by the 2005 Building on Basics (BOB) and Keep Fort Collins Great (KFCG) taxes. In 2014, the Community Capital Improvement Program (CCIP, also known as Building on Basics 2) ballot initiative Safe Routes to Everywhere was approved to continue this program to install pedestrian improvements citywide to eliminate hazards and remove obstacles and make improvements to bus stops and the bicycle network.

The projects in 2023 and 2024 will focus on needed trail connections in the SW area of Fort Collins (along to Trilby Road west of College Ave), as well as continued work along Prospect Road and Kechter Road to build sidewalk (and replace inadequate sidewalk) in areas of school routes, high volume traffic, etc. Also, the 2024 budget will give flexibility to assist with the pedestrian connections for our top Capital projects, such as Power Trail under Harmony, and the Laporte Ave Multimodal improvements project.

This offer:

- Supports Our Climate Future to achieve climate action goals.
- Supports the updated Transportation Master Plan. Approximately \$1.4M per year through 2025 has been allocated for pedestrian improvement projects.
- Seeks to implement the recommendations from the pedestrian needs assessment completed in 2013, which identifies sidewalks and ramps requiring enhancement to improve compliance with the Americans with Disabilities Act (ADA).
- Seeks to incorporate the pedestrian improvement program transition plan into the Citywide transition plan to enhance accessibility.
- Ensures level of service compliance.
- Supports prioritization of infrastructure management software.
- Addresses Citywide sidewalk needs objectively and comprehensively and provides the ability to coordinate sidewalk construction with other departments to construct sidewalks as quickly as possible, seek cost efficiencies, and meet City transportation goals.

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This Offer supports the following Strategic Objectives:

- TM 6.1 - Improve safety for all modes and users of the transportation system to ultimately achieve a system with no fatalities or serious injuries.
- TM 6.5 - Maintain existing and aging transportation infrastructure to keep the system in a state of good repair and continually address missing elements to meet community needs and expectations.
- TM 6.3 - Invest in equitable access to, and expansion of, all sustainable modes of travel with emphasis on growing transit ridership.

25.6 Railroad Crossing Maintenance - Offer Type: Asset Management-Ongoing - Funded

2023 - \$125,000

2024 - \$125,000

This offer supports safe, quality infrastructure and smooth traffic flow across the City's transportation system by maintaining railroad crossings and adjacent roadway infrastructure. The Colorado Public Utilities Commission (PUC) requires railroads and local municipalities to share the material and labor costs (50/50 split) to replace and repair railroad crossings. This is referenced in the PUC Regulations at 4 Colorado Code of Regulations (CCR) 723-7. Damaged railroad crossings can pose a significant safety risk to motorists, bicyclists, and pedestrians, as well as the potential for liability claims against the City.

This offer also:

- Improves and maintains the 53 track crossing locations in the city; 19 of which are located on arterial streets with a life expectancy of 20 years, and 34 of which are minor crossings with a life expectancy of 50 years.
- Allows the City to keep up with the rate of degradation. In 2017 staff conducted a condition assessment of the 19 arterial crossings and results showed that two arterial replacements will be needed per year to keep up with the rate of deterioration, in addition to other maintenance and repair requirements and needed periodic replacements on the minor crossings. The six most degraded arterial crossings have been replaced since that time; now one or two replacements would keep up with the rate of degradation.
- Provides for the concrete crossing panel material and related asphalt, curb, gutter and sidewalk infrastructure at railroad crossings as required by the Colorado PUC.
- Replaces the Union Pacific (UP) crossing at Drake Road, programmed for 2022. The UP crossing at Drake runs north- south, parallel to the Power Trail, just west of Timberline Road.

This Offer supports the following Strategic Objectives:

- TM 6.1 - Improve safety for all modes and users of the transportation system to ultimately achieve a system with no fatalities or serious injuries.
- TM 6.2 - Support an efficient, reliable transportation system for all modes of travel, enhance high-priority intersection operations, and reduce Vehicle Miles Traveled (VMT).
- TM 6.5 - Maintain existing and aging transportation infrastructure to keep the system in a state of good repair and continually address missing elements to meet community needs and expectations.

25.8 Engineering Administration - Offer Type: Ongoing - Funded

2023 - \$465,557

2024 - \$496,040

This offer funds Engineering Administration, which consists of the City Engineer (Director of Engineering), Asset Manager, Special Projects Engineer, and Business Support III for the Engineering Department. The Engineering Department is made up of five divisions: Engineering Administration, Surveying, Capital Projects, Right-of Way (ROW) Management, and Engineering Development Review. Engineering provides executive oversight and coordination of all infrastructure activities within the 580 lineal miles of City ROW, including private development. In addition, Engineering provides technical support to multiple City departments as it relates to work in the ROW. Engineering also provides Citywide project coordination efforts with all City departments, private utilities, major private developments and partner agencies

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(including the Colorado Department of Transportation, Larimer County, and three railroads), which helps reduce project conflicts and traffic impacts.

The City Engineer leads, supports and provides direction to the Engineering Department that reflects collaborative problem solving with internal and external stakeholders.

The Asset Manager ensures reliability and sustainability of City transportation assets through the development of lifecycles, condition assessments, strategic plans, strategic prioritization, analysis and condition reporting, improvement district assessments, development of pavement design and street mix design approval, private street conversion, and street acceptance reporting.

The Special Projects Engineer leads special projects such as the Larimer County Urban Area Street Standard (LCUASS) update, represents the City at the Metropolitan Planning Organization (MPO) and Technical Advisory Committee (TAC), coordinates with the railroad, and leads the sidewalk program.

The Business Support III position supports the department with a multitude of administrative tasks and services.

This Offer supports the following Strategic Objectives:

- TM 6.5 - Maintain existing and aging transportation infrastructure to keep the system in a state of good repair and continually address missing elements to meet community needs and expectations.
- HPG 7.1 - Provide world-class municipal services, while recognizing the importance of multi-sector relationships and partnerships at all levels.
- TM 6.2 - Support an efficient, reliable transportation system for all modes of travel, enhance high-priority intersection operations, and reduce Vehicle Miles Traveled (VMT).

25.9 Engineering Survey Division - Offer Type: Ongoing - Funded

2023 - \$472,388

2024 - \$498,567

This offer will fund the City Surveying division, which provides services to both the Engineering Department and a large number of other departments throughout the City. The Surveying division conducts on-the-ground surveying and thorough research and analysis to support engineering design; acquisition of lands, rights-of-way and easements; and construction on a wide range of projects.

These projects range in size from major capital improvement projects such as the Lemay Realignment and Overpass, to smaller items such as identification of whether a tree in need of care lies within City right-of-way or within private property. It is evident by the ever-increasing number of requests, as well as positive feedback received, that the Surveying division has consistently been able to complete surveys that are more cost effective, of better quality, and delivered in a more responsive manner than external surveying firms.

Beyond that, Surveying is a resource for both the City and the local surveying community in general. The team provides and maintains the City horizontal and vertical control networks, a catalog of all property corners surveyed, and a catalog of all land survey plats recorded within the Growth Management Area. Surveying's commitment to work directly with City personnel, consultants and other surveyors promotes a greater level of value and completeness for projects within the City.

This Offer supports the following Strategic Objectives:

- HPG 7.1 - Provide world-class municipal services, while recognizing the importance of multi-sector relationships and partnerships at all levels.
- TM 6.1 - Improve safety for all modes and users of the transportation system to ultimately achieve a system with no fatalities or serious injuries.

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25.10 Arthur Ditch (Design) - Offer Type: 1-Time Enhancement - Unfunded

2023 - \$0

2024 - \$500,000

Funding this offer will provide \$500,000 to initiate preliminary engineering design to realign the underground segment of the Arthur Ditch between Wood Street and Laurel Street into the street right-of-way (ROW), building off a recommendation developed in the 2017 Arthur Ditch Alternatives Analysis Study. The Arthur Ditch Master Plan and Alternatives Analysis Study was previously funded as part of the 2015-2016 budget and was a collaboration between the Stormwater Utility and City Engineering departments. This offer will also provide an implementation strategy for execution, as well as require ditch company collaboration.

The segment of Arthur Ditch between Wood Street and Laurel Street was placed in an underground concrete culvert around 1933. The 1.3 miles of culvert passes beneath both private and public property. The remainder of the concrete culvert is the original box and is deteriorating throughout. In numerous cases, the culvert crosses beneath existing private infrastructure. Not only is this a potential public safety concern, but also a ditch shareholder concern; the City is the majority shareholder of the Arthur Ditch Company.

In 2017, the City completed an Alternatives Analysis that developed, analyzed and ranked five alternatives to address the deteriorating culvert. Ranking criteria included impacts to shareholders & adjacent property owners, complexity of the alternatives, risks/liabilities, constructability, cost & long-term viability of the alternative. After thoroughly reviewing the alternatives, the study recommended relocating the culvert into the public street ROW.

Along with initiating preliminary engineering design, this project will also continue to engage the Arthur Ditch Company, City Utilities & others to ensure the long-term solution remains a viable & maintainable one. This project will also begin to develop preliminary cost estimates, providing more accurate information as the City continues to seek funding to finalize the project.

This Offer supports the following Strategic Objectives:

- TM 6.1 - Improve safety for all modes and users of the transportation system to ultimately achieve a system with no fatalities or serious injuries.
- TM 6.5 - Maintain existing and aging transportation infrastructure to keep the system in a state of good repair and continually address missing elements to meet community needs and expectations.

25.11 CCIP Bike/Pedestrian Grade-Separated Crossing Fund - Offer Type: Capital Project - Funded

2023 - \$800,000

2024 - \$1,200,000

Funding this offer will deliver ballot-mandated improvements to construct bicycle and pedestrian grade-separated crossings (underpasses and overpasses). This is one of the programs specifically funded through the Community Capital Improvement Program ¼-cent sales tax passed in 2014. The goal of this program is to make prioritized safety improvements at key conflict locations throughout the community.

The projects are prioritized based on the 2018 Bicycle and Pedestrian Grade Separation Prioritization Study, which includes a wide variety of data to develop recommendations including demand, connectivity, safety, public support, social equity, and opportunities for grants or other funding partners. The results of the study are aligned with Key Strategic Outcome areas and focus on providing safe and reliable multi modal travel throughout Fort Collins.

Preliminary Design, Final Design, and Construction Contributions to Intersection Improvements:

- 2016: Power Trail at Harmony Road (preliminary design and grant match funds)
- 2019: Top five crossing locations from the study (design and grant match funds), Power Trail at Harmony Road (preliminary design)
- 2020: Siphon and Union Pacific Overpass (design)

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- 2021: Mail Creek Trail at Timberline Road (construction), Siphon and Union Pacific Overpass (design and construction), Power Trail at Harmony Road (preliminary design)

The Power Trail at Harmony Road is a top priority for the Engineering, FC Moves, Park Planning & Development, and Traffic Operations departments. It is proposed that the 2023 and 2024 funds be used to get this project as close to full funding as possible.

This Offer supports the following Strategic Objectives:

- TM 6.2 - Support an efficient, reliable transportation system for all modes of travel, enhance high-priority intersection operations, and reduce Vehicle Miles Traveled (VMT).
- TM 6.1 - Improve safety for all modes and users of the transportation system to ultimately achieve a system with no fatalities or serious injuries.

25.13 Power Trail at Harmony Road Grade-Separated Crossing and Trail Extension (Design and Construction) - Offer Type: Capital Project - Unfunded

2023 - \$2,200,000

2024 - \$0

This offer would fund design and construction of the Power Trail. The remaining trail section includes a bicycle/pedestrian grade-separated crossing at Harmony Road as well as paved trail sections north and south of the crossing. This is the highest priority bicycle/pedestrian project for the Engineering, FC Moves, Park Planning & Development, and Traffic Operations departments.

This section of the Power Trail is a critical bicycle/pedestrian infrastructure need at the local and regional level. It is identified in Fort Collins' 2014 Bicycle and 2013 Paved Recreational Trail master plans. The project is also part of the Front Range Trail (West), identified as a Regional Active Transportation Corridor (RATC) by the North Front Range Metropolitan Planning Organization (MPO) in the 2021 Regional Active Transportation Plan.

The existing Power Trail is a 10-feet-wide, multiuse, paved concrete trail running north south through Fort Collins. The northern end of the trail begins at the Edora Pool Ice Center (EPIC) and ties into the Spring Creek Trail (east-west). Most of the Power Trail parallels, and is within, the Union Pacific Railroad (UPRR) right-of-way. The trail merges with the Fossil Creek Trail, passes under Trilby Road and Carpenter Road, and connects to the City of Loveland.

The estimated project cost is \$11.5M. The budget includes approximately \$4.6M in appropriated and budgeted funds (\$800K from a Transportation Alternatives Program [TAP] grant, \$400K from the Transportation Capital Expansion Fee [TCEF] program, \$2.4M in CCIP – Ped/Bike Grade Separated Crossing funds (offer 25.11), and \$1M in CCIP – Pedestrian Sidewalk funds (offer 25.5)). An additional \$4.4M is being sought to help close the gap in funding.

The MPO announced a Multimodal Transportation and Mitigation Options Fund (MMOF) grant opportunity May 2022. A request for an MMOF award of \$2.2M would require equal matching funds from the City (50%). MMOF grant application was submitted on 06/03/2022.

This Offer supports the following Strategic Objectives:

- TM 6.1 - Improve safety for all modes and users of the transportation system to ultimately achieve a system with no fatalities or serious injuries.
- TM 6.2 - Support an efficient, reliable transportation system for all modes of travel, enhance high-priority intersection operations, and reduce Vehicle Miles Traveled (VMT).
- TM 6.5 - Maintain existing and aging transportation infrastructure to keep the system in a state of good repair and continually address missing elements to meet community needs and expectations.

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25.15 Downtown Quiet Zone - Design of Wayside Horns - Offer Type: Capital Project - Unfunded

2023 - \$505,000

2024 - \$0

This offer will fund the design of implementing wayside horns through the Downtown Mason Corridor that runs adjacent to the Burlington Northern Santa Fe (BNSF) railroad tracks. The project would encompass the design of installing wayside horns at 12 crossings and analysis of associated safety engineering improvements. This offer would also fund the Preliminary Engineering (PE) analysis that BNSF requires to determine interconnection requirements at each railroad crossing.

The BNSF track through Fort Collins runs down the center of Mason Street where there are more than a dozen crossings in just over one mile. Trains travel at an average speed of 15 mph and sound their horns 48+ times in approximately three minutes causing significant disruption to the local community. Fort Collins has implemented extensive safety improvements along the corridor over the past several years in an effort to obtain a Quiet Zone waiver from the Federal Railroad Administration (FRA); however, following the most recent site visit meeting in October 2020, it became clear the FRA team would not support a waiver request moving forward. FRA's stance is based on the infeasibility of implementing the Supplemental Safety Measure (SSM) of a four quadrant gate system at all the crossings along Mason Street, but FRA did suggest seeking a waiver for Wayside Horns along the corridor. As an alternative to quiet zones, communities may choose to silence locomotive horns through the installation of wayside horns (train-activated stationary acoustical devices directed at highway traffic) at each crossing, as a one-for-one substitution for train horns. The implementation of Wayside Horns (as a substitution for a quiet zone) would not eliminate the noise disruption but would provide a significant amount of relief and noise reduction for the local community compared to the current situation.

This offer would only fund the design and not the construction of the wayside horns.

This Offer supports the following Strategic Objectives:

- TM 6.1 - Improve safety for all modes and users of the transportation system to ultimately achieve a system with no fatalities or serious injuries.

25.19 Siphon Bicycle/Pedestrian Overpass (Construction) - Offer Type: Capital Project - Funded

2023 - \$450,000

2024 - \$0

This offer would fund Phase 2 construction of a bicycle and pedestrian overpass connecting the existing Power Trail to the future Mail Creek Trail. The location of the overpass is approximately one mile south of Harmony Road and one mile north of Trilby Road. The overpass would cross the Union Pacific Railroad (UPRR) and a Platte River Power Authority (PRPA) easement. Phase 1 construction (funded) will build the Mail Creek Trail between the base of the proposed overpass to Timberline Road adjacent to the Mail Creek Ditch.

This connection between the Mail Creek Trail (local) and the Power Trail (regional) is a critical east-west connection for the City's low-stress bicycle/pedestrian network. It is identified in Fort Collins' 2014 Bicycle and 2013 Paved Recreational Trail master plans. The project also addresses the high priority safety concern of makeshift pedestrian crossings (~9) of the UPRR that occur in the area between Harmony Road and Trilby Road. The project would provide a safe, designated route for the public to cross the UPRR.

A separate project managed by the Park Planning & Development Department (PPD) will construct Mail Creek Trail east of Timberline Road. An active Capital Projects Division (CPD) project is constructing a bicycle/pedestrian underpass at Timberline Road.

The estimated project cost is \$5M. The budget includes approximately \$3.5M in appropriated and budgeted funds (\$0.5M from a Multimodal Transportation and Mitigation Options [MMOF] grant, \$1.7M in CCIP Ped/Bike Grade Separated Crossing funds, \$0.5M in Transportation Capital Expansion Fee [TCEF] funds, and \$0.8M in dedicated funding from PPD). An additional \$1.5M would fund construction based on the current project estimate.

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The MPO announced a Multimodal Transportation and Mitigation Options Fund (MMOF) grant opportunity May 2022. A request for an MMOF award of \$750K would require equal matching funds from the City (50%). MMOF grant application was submitted on 06/03/2022.

This Offer supports the following Strategic Objectives:

- TM 6.1 - Improve safety for all modes and users of the transportation system to ultimately achieve a system with no fatalities or serious injuries.
- TM 6.2 - Support an efficient, reliable transportation system for all modes of travel, enhance high-priority intersection operations, and reduce Vehicle Miles Traveled (VMT).
- TM 6.5 - Maintain existing and aging transportation infrastructure to keep the system in a state of good repair and continually address missing elements to meet community needs and expectations.

25.20 College and Trilby Intersection Improvements (Construction) - Offer Type: Capital Project - Unfunded

2023 - \$2,000,000
2024 - \$1,800,000

This offer would fund right-of-way acquisition and construction of intersection improvements to the College Avenue and Trilby Road intersection. The project is Fort Collins' top priority for intersection improvements. It is intended to address vehicle safety concerns, operational/capacity concerns (high volumes often exceeding capacities of the existing intersection), and bicycle/pedestrian/transit safety and accessibility concerns. The project includes the following elements:

- Roadway improvements including dual left turn lanes on College, protected left turn lanes on Trilby, two through lanes on Trilby, deceleration right turn lanes
- Multimodal improvements including a multi use trail on College, buffered bike lanes and wide sidewalks on Trilby, and bus stops
- Drainage improvements including a new storm drain system and a water quality facility
- Urban design enhancements

The project reached the 60% design milestone in April 2022 and the project is not fully funded at this time. The current project estimate is approximately \$16.5M. Existing project funding includes City funding (\$0.7M) and grants (\$8.1M). The remaining funding needed to acquire property and construct the project (\$7.7M) is being sought through additional grants and the City's 2023 2024 budget process. Construction could begin in 2023 if the remaining funding is secured.

The Capital Projects Division (CPD) is seeking \$1.9M in Congressional Community Project Funding. A total of \$2.0M in CCIP – Arterial Intersection funds (\$0.8M in 2023 and \$1.2M in 2024) is being requested in Offer 25.4. The remaining \$3.8M is sought as part of this budget offer for 2023 and 2024. The project would be 61% grant-funded under this scenario.

This Offer supports the following Strategic Objectives:

- TM 6.1 - Improve safety for all modes and users of the transportation system to ultimately achieve a system with no fatalities or serious injuries.
- TM 6.2 - Support an efficient, reliable transportation system for all modes of travel, enhance high-priority intersection operations, and reduce Vehicle Miles Traveled (VMT).
- TM 6.5 - Maintain existing and aging transportation infrastructure to keep the system in a state of good repair and continually address missing elements to meet community needs and expectations.

25.22 Turnberry Road and Suniga Road Extensions (30% Design) - Offer Type: Capital Project - Unfunded

2023 - \$300,000
2024 - \$0

Funding this offer will initiate preliminary engineering design for the extension of Turnberry Road from Suniga Road to Mountain Vista Drive, and the extension of Suniga

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Road from Turnberry Road to (realigned) Lemay Avenue. These new segments of roadway are identified as essential transportation improvements for the build out of northeast Fort Collins and to address existing impacts to community members.

The Suniga Road extension has long been identified in the City's Master Street Plan (MSP) and is currently built to the west to College Avenue. The Turnberry Road extension was added to the MSP in 2020 as part of a master traffic analysis of northeast Fort Collins in conjunction with the Montava planned unit development. Initial analysis on the necessary infrastructure to support the region started earlier and included a presentation to the Transportation Board in 2018 and noted the benefits of additional grid connectivity with these extensions. In addition, the implementation of Turnberry Road and Suniga Road improvements would help in mitigating traffic volumes on Country Club Road, which has had continued discussion and coordination between City and Larimer County staff as development in the area continues. The 2020 MSP specifically identifies the Turnberry Road and Suniga Road intersection as a potential roundabout, which would improve safety at the intersection over a conventional intersection.

Along with initiating preliminary engineering design, this project will also continue to engage the surrounding abutting property owners and homeowners' associations, Larimer County staff, and others to ensure the implementation of these improvements minimize impacts to the existing community while addressing the continued build out of the area and providing the necessary infrastructure to support Fort Collins and the greater region.

This Offer supports the following Strategic Objectives:

- TM 6.1 - Improve safety for all modes and users of the transportation system to ultimately achieve a system with no fatalities or serious injuries.
- TM 6.2 - Support an efficient, reliable transportation system for all modes of travel, enhance high-priority intersection operations, and reduce Vehicle Miles Traveled (VMT).
- TM 6.5 - Maintain existing and aging transportation infrastructure to keep the system in a state of good repair and continually address missing elements to meet community needs and expectations.

25.24 Enterprise Capital Planning, Project and Contract Management Tool - Offer Type: 1-Time Enhancement 2023 - \$50,000 - Unfunded 2024 - \$50,000

This offer would fund the purchase and implementation of an enterprise computing tool to provide capital planning, project management, contract management and project coordination. The Capital Projects Division (CPD) is leading a citywide effort to identify and implement the enterprise tool in conjunction with the Information Technology Department and other stakeholder departments.

Capital Planning: The tool would assist City, Service Area, and Department management with planning for current, future and long-term capital projects as well as the funding sources that contribute to these projects (City and grant funding). Information would be live and available across the entire organization.

Project Management: The tool would be a single source for schedule, budget and stakeholder updates (web pages, City Manager updates, press releases) across the organization. Document management would be integrated with SharePoint for sharing with the project team (public, stakeholders, City management, consultants and contractors) inside and outside of the organization.

Contract Management: The tool would be a single source to manage consulting and construction contracts associated with capital projects. Integration with the City's accounting system would allow for instant cash flow updates, workflow approvals for submittals, daily reports, payment requisitions, change orders, and all contract documents.

Project Coordination: The tool would be a central repository (geodatabase) for all City capital projects allowing for coordination of projects where footprints and schedule

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may overlap, reducing costs and disruptions to the public.

The tool would be procured through a Request for Proposal (RFP) including Purchasing, Information Technology, and other interested departments delivering capital projects. Information Technology would be able to participate in the selection process to ensure security and compatibility with existing City systems.

This Offer supports the following Strategic Objectives:

- TM 6.5 - Maintain existing and aging transportation infrastructure to keep the system in a state of good repair and continually address missing elements to meet community needs and expectations.
- HPG 7.6 - Optimize technology, data analysis and process improvements to innovate, guide decisions and enhance service delivery.

25.25 Laporte Avenue Corridor Improvements (Construction) - Offer Type: Capital Project - Unfunded

2023 - \$0

2024 - \$1,572,500

This offer will fund construction of multimodal improvements and turn lane improvements on Laporte Avenue. The project is approximately one mile long on Laporte Avenue from Fishback Avenue to Sunset Street (approximately one-half mile on each side of Taft Hill Road). This is a collaborative effort between the City's Engineering and FC Moves departments.

Major components included in the project include: (1) implementing a key bicycle infrastructure route identified in the City Bicycle Plan, (2) adding sidewalks and bike lanes to the gaps in the system, (3) improving existing bus stops, and (4) urban design opportunities.

The total project cost is estimated at \$4.7M. This offer is highly leveraged with the following contributions: \$300K was appropriated from the Community Capital Improvement Program (CCIP) funds, and \$390K was appropriated from the Transportation Capital Expansion Fee (TCEF) program. In addition to local funding, the project has secured more than \$2.4M in state and federal grants (52% of the total project cost) including: \$750K in Transportation Alternative Program (TAP) Grant funds, \$250K in Multimodal Options Fund (MMOF) Grant funds, and \$1.4M in Revitalizing Mainstreet (RMS) Grant funds. The remaining \$1.5M would need to be appropriated to the capital project to cover remaining construction costs.

This Offer supports the following Strategic Objectives:

- TM 6.1 - Improve safety for all modes and users of the transportation system to ultimately achieve a system with no fatalities or serious injuries.
- TM 6.2 - Support an efficient, reliable transportation system for all modes of travel, enhance high-priority intersection operations, and reduce Vehicle Miles Traveled (VMT).
- TM 6.5 - Maintain existing and aging transportation infrastructure to keep the system in a state of good repair and continually address missing elements to meet community needs and expectations.

25.26 1.0 FTE - Survey Technician - Offer Type: Enhancement - Funded

2023 - \$0

2024 - \$0

This offer will fund a 1.0 FTE Survey Technician position for the City Surveying division, which provides services to both the Engineering Department as well as many other departments throughout the City. The Surveying division conducts on-the ground surveying and thorough research and analysis to support engineering design; acquisition of lands, rights-of-way and easements; and construction on a wide range of projects. The current staffing of the group is 5.0 FTE positions, which includes the Chief Surveyor, two Survey Party Chiefs, and two Survey Technicians. Due to the increasing needs of the Capital Projects Division (annual projects budget of \$30-40 million per year), as well as the needs of other City departments that require the Surveying division services, this FTE is needed. The City Surveying division is a more

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cost-effective alternative to using third-party consultant surveying services, which is often a necessity due to demand that exceeds our current in house staffing levels. For reference, a typical consultant firm would charge \$150 per hour for a survey crew, and approximately \$125 per hour for a licensed surveyor. Conversely, our City survey crew charges \$85 per hour for the same services, and \$63 per hour for a licensed surveyor. Based on the past and projected workload needs of at least 2,000 additional hours per year, this position is justified in both the departmental need as well as the cost, especially given the savings capable when comparing a consultant to a City employee. In fact, this position will be paid fully by these cost savings as well as the hours charged to projects.

This Offer supports the following Strategic Objectives:

- TM 6.1 - Improve safety for all modes and users of the transportation system to ultimately achieve a system with no fatalities or serious injuries.

27.1 FC Moves Mobility Management - Offer Type: Ongoing - Funded

2023 - \$589,788

2024 - \$612,766

This offer will fund overall management of the FC Moves Department, while also specifically delivering transportation and transit planning services within the Planning, Development & Transportation Service Area. Efforts developed and implemented by this offer include the Transit Master Plan, Transportation Master Plan, corridor plans the Master Street Plan, pedestrian planning, travel demand modeling, street standards, and development review. Transportation and Transit Planning is a key component of a healthy, efficient, innovative, safe and sustainable community and economy.

This offer includes annual membership in the North Front Range Metropolitan Planning Organization (NFRMPO). Fort Collins has been a member of the NFRMPO since its inception in 1988. Membership in the NFRMPO is required to secure regional, state and federal transportation funds, and to ensure consistency among local and regional plans.

The 2023/24 work plan will include at a minimum:

- Ongoing implementation of the Transit Master Plan and the Transportation Master Plan
- Supporting the launch of the Shift Your Ride Travel Demand Management program
- Continued development and implementation of a Vision Zero Plan
- Ongoing support of the West Elizabeth Bus Rapid Transit corridor design and next steps for design of the North College bus rapid transit effort
- Development of local, regional, state and federal grant applications for funding multimodal transportation plans, programs and projects
- Travel demand model collaboration with the NFRMPO
- Ongoing management and updates to the Master Street Plan
- Supporting implementation of the Active Modes Plan
- Development review for transportation
- Supporting the City's Our Climate Future goals

This Offer supports the following Strategic Objectives:

- TM 6.3 - Invest in equitable access to, and expansion of, all sustainable modes of travel with emphasis on growing transit ridership.
- TM 6.2 - Support an efficient, reliable transportation system for all modes of travel, enhance high-priority intersection operations, and reduce Vehicle Miles Traveled (VMT).
- TM 6.1 - Improve safety for all modes and users of the transportation system to ultimately achieve a system with no fatalities or serious injuries.

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27.2 Safe Routes to School - Offer Type: Ongoing - Funded

2023 - \$227,725

2024 - \$235,720

Funding this offer will continue the City's Safe Routes to School (SRTS) program within the FC Moves Department.

This program is part of a nationwide effort empowering youth to use active transportation to get to school, benefiting their health, academic achievement and the environment. A long-term goal of the City's program is to get 50% of K-12 youth safely biking, walking, skateboarding or scootering to school.

SRTS is identified as a best practice by top transportation, mobility and health organizations, from the American Planning Association to the Federal Highway Administration to the Centers for Disease Control and Prevention.

SRTS emphasizes the Six Es of transportation and mobility services: Education, Encouragement, Engagement, Engineering, Evaluation and Equity. The City's SRTS program leads activities in all of these areas, working with Traffic Operations and Engineering on the engineering component (bicycle and pedestrian infrastructure).

SRTS is a collaborative program that supports key City departments and programs, including Mobility Management, Active Modes, Traffic Operations, Engineering, Police Services, Recreation, Parks, Sustainability, and Our Climate Future. Non-City partners include the Colorado Department of Transportation, Poudre School District Bike Fort Collins, Safe Kids Larimer County, Boys and Girls Clubs, NoCo Bike & Ped Collaborative, health organizations, and bike shops and other businesses.

Funding this offer will provide office supplies, equipment, equipment maintenance, bike helmets for low-income students, educational giveaways, contractor services and other operating expenses. Funding will also cover staff salary and benefits.

The program is requesting an additional \$6,000 annually (beyond the planned inflationary increases for non-salary expenses) to cover an increase in contractor fees and for new adaptive programming for children with special needs and expanded programming at the high-school level.

This Offer supports the following Strategic Objectives:

- TM 6.1 - Improve safety for all modes and users of the transportation system to ultimately achieve a system with no fatalities or serious injuries.
- NLSH 1.4 - Advance equity for all with an emphasis on racial justice to remove systemic barriers so that persons of all identities, including race, ethnicity, religion, gender and gender identity, age, class, sexual identity, mental and physical abilities and ability can fully participate in City services and experience equitable community outcomes.

27.3 Active Modes - Offer Type: Ongoing - Funded

2023 - \$466,742

2024 - \$485,693

Funding this offer will maintain the current staffing and services of the City's Active Modes Program, which implements a comprehensive set of strategies aimed at making walking, biking and other active modes of transportation safe, accessible, convenient, joyful and desired by people of all ages and abilities. The Active Modes staff places particular emphasis on engaging and improving accessibility for historically marginalized and underrepresented groups. The work of the Active Modes Program has contributed to Fort Collins' designation as a Platinum Bicycle Friendly Community and a Silver Walk Friendly Community. Maintaining a comprehensive set of active modes programs and plans supports the City's various sustainability, climate, equity, livability and mobility goals. Specifically, the program supports Our Climate Future Big Move 4 - Convenient Transportation Options, and Big Move 5 - Live, Work, Play Nearby.

Specific Active Modes Program services include:

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- Developing and implementing the Active Modes Plan and Vision Zero Plan
- 15 minute neighborhood analysis and implementation
- Implementing pedestrian and bicycle infrastructure improvements including the low stress bike network
- Shared micro-mobility (e-bike share and e-scooter share) program, including adaptive bikes
- Bike to Work Days and Open Streets events
- Shift Your Ride program support
- Asphalt art program
- Securing grants to provide low-income residents free electric bicycles and micro-mobility passes
- Management of Fort Collins' Walk & Wheel Skills Hub
- Bike wayfinding and bike map
- Bike parking program
- Staffing the City's Bicycle Advisory Committee
- Applying for and managing grants
- Ongoing program and project evaluation and data collection
- Serving as City ombudsman to explain, promote and receive input on the City's active modes programs and projects

This Offer supports the following Strategic Objectives:

- TM 6.3 - Invest in equitable access to, and expansion of, all sustainable modes of travel with emphasis on growing transit ridership.
- TM 6.1 - Improve safety for all modes and users of the transportation system to ultimately achieve a system with no fatalities or serious injuries.

27.4 FC Moves Education & Engagement - Offer Type: Ongoing - Funded

2023 - \$156,098

2024 - \$162,363

This offer will fund current staffing and services for FC Moves' Education and Outreach program. This program offers a variety of classes, encouragement programming, and educational outreach initiatives targeting adult and teen transportation system users of all backgrounds. The mission of the Education and Outreach program is to improve safety and increase participation in active and sustainable modes of transportation. This program, in tandem with the Active Modes program, has contributed to Fort Collins' designation as a Platinum level Bicycle Friendly Community designation and a Silver level Walk Friendly Community. Additionally, biking and walking education provided by this program may in part contribute to the downward trend in biking and walking crashes, making this program a vital piece in achieving the City's Vision Zero goals.

Services provided by FC Moves' Education and Outreach:

- Bicycle Ambassador Program
- Bicyclist education
- Pedestrian education
- Motorist education
- Scooter/skateboard/other device education
- High school education
- Bike Buddy program
- Sustainable transportation safety and encouragement initiatives
- Business outreach
- Focus on vulnerable roadway users (people walking, biking and rolling) and historically underserved populations

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- Support for community programs and partnerships

These services also support the City's sustainability, climate, safety and equity goals.

This Offer supports the following Strategic Objectives:

- TM 6.2 - Support an efficient, reliable transportation system for all modes of travel, enhance high-priority intersection operations, and reduce Vehicle Miles Traveled (VMT).

27.5 CCIP - Bicycle Infrastructure - Offer Type: Capital Project - Funded

2023 - \$500,000

2024 - \$800,000

Funding this offer will apply the 2015 Community Capital Improvement Program (CCIP) annual funding allocated for bicycle improvement projects for 2023 and 2024. The approved CCIP tax package includes \$500,000 in 2023 and \$800,000 in 2024 for bicycle improvement projects. This provides funding for capital projects such as bicycle and pedestrian arterial crossing improvements and on-street bike lanes, and support facilities such as wayfinding signage and bicycle parking. Project funding decisions will primarily be guided by the Active Modes Plan, anticipated to be adopted in 2022, while also leveraging opportunities to coordinate with other capital project and the Street Maintenance Program. Past years of CCIP funding have been leveraged to obtain grant funding for bicycle projects.

The voter-approved CCIP Bicycle Plan implementation ballot initiative set aside \$5 million over 10 years to be spent on capital expenditures (infrastructure design, construction and matching grants). Projects using the CCIP Bicycle Plan Implementation funds help to achieve the goals set forth in City Plan and the Transportation Master Plan.

The CCIP Bicycle Plan funds are used to increase the capacity and safety of the City's bicycle network. Examples of projects to be implemented include:

- Low-stress bicycle network improvements: Low-stress bicycle facilities include low-speed and low-volume streets with comfortable crossings, paved trails, and protected bike lanes. The Active Modes Plan will identify the next set of high-stress intersections and roadways in need of improvement.
- Intersection improvements: pedestrian and bicycle crossing improvements at signalized and unsignalized intersections
- Bicycle counters and data collection equipment: permanent and mobile counters to assess bike network usage to plan for and evaluate facilities more effectively.

This Offer supports the following Strategic Objectives:

- TM 6.3 - Invest in equitable access to, and expansion of, all sustainable modes of travel with emphasis on growing transit ridership.
- TM 6.1 - Improve safety for all modes and users of the transportation system to ultimately achieve a system with no fatalities or serious injuries.

27.6 School Crossing Guard Program - Offer Type: Ongoing - Funded

2023 - \$94,350

2024 - \$94,350

Funding this offer will continue the School Crossing Guard Program, operated through an intergovernmental agreement (IGA) with Poudre School District (PSD). Per the IGA, PSD assumes all responsibility for the establishment, operation and administration of the School Crossing Guard Program. The City's contribution is an annual payment to PSD of \$94,350. PSD pays directly for the balance of program costs (up to an additional \$94,350).

The School Crossing Guard Program provides improved safety for students crossing at major roadways located near PSD schools, primarily elementary schools. These roadways have a high volume of traffic and higher speeds. The physical presence of crossing guards is essential for students (and parents) to feel confident and safe in crossing busy streets to and from school. When surveyed, many parents have indicated they would not allow their students to bike or walk to school without the presence

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of crossing guards.

This offer supports the City's strategic goals as stated in bicycle and pedestrian safety as part of the City's Safe Routes to School program, and the Council adopted Bicycle Master Plan, Pedestrian Plan and City Plan/Transportation Master Plan.

Currently, paid crossing guards directly benefit the following schools: Bauder, Beattie, Cache la Poudre, Dunn, Kinard, Laurel, O'Dea, Olander and Riffenburgh. Most crossing guard locations are staffed twice a day (at arrival and dismissal times), and some justify additional midday staffing for half-day kindergarten students. Because of the close interaction among crossing guards, students and school staff, the program is most efficiently administered by PSD.

This program is a cost-effective way to support a vital community service serving more than 1,000 children each school day.

This Offer supports the following Strategic Objectives:

- TM 6.1 - Improve safety for all modes and users of the transportation system to ultimately achieve a system with no fatalities or serious injuries.

27.9	1.0 FTE Contractual Planner & Electric Vehicle Readiness Program Funding - Offer Type: 1-Time	2023 - \$107,990
	Enhancement - Unfunded	2024 - \$129,548

Funding this offer supports the City's efforts in preparing for and promoting the shift from internal combustion vehicles to electric vehicles, which includes hiring a contract position to support engagement, writing, research and plan administration. In 2018 the City created an Electric Vehicle Readiness Roadmap (EVRR) to begin this work. The EVRR is due to be updated as there have been rapid advancements in electric vehicle technology and acceptance in the last five years. This effort will evolve the plan from a readiness roadmap to an implementation plan including the following types of strategies:

- Engagement activities with businesses, institutions (CSU/PSD/Health District) and community members.
- Implement and analyze a community questionnaire.
- Gather expertise and research best practices.
- Align with the 2020 Colorado State Electric Vehicle Roadmap to help inform our local plan.
- Improve awareness of EV purchase, operation and lifetime costs and benefits among residents, businesses and visitors to Fort Collins.
- Make EVs and charging infrastructure accessible to a broad range of users in an equitable way.
- Integrate EVs with a renewably powered electric grid to minimize greenhouse gas (GHG) and criteria air pollutant emissions, maximize energy system resilience.
- Increase EVs in the City fleet by making 100% of light-duty vehicle purchases plug in electric by 2025 and incorporating battery electric transit buses.
- Invest in the charging infrastructure needed to support EVs in the City fleet and provide adequate workplace charging.
- Explore uses for EVs batteries' end of life.

The City has been a leader in preparing for EV adoption and this funding continues to support that leadership. This update also prepares the City to improve equitable access to EVs, mitigate health impacts and position the City for grant funding, while aligning with the Transportation Master Plan and supporting climate action goals and carbon neutrality.

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This Offer supports the following Strategic Objectives:

- ENV 4.1 - Intensify efforts to meet 2030 climate, energy and 100% renewable electricity goals that are centered in equity and improve community resilience.
- TM 6.3 - Invest in equitable access to, and expansion of, all sustainable modes of travel with emphasis on growing transit ridership.
- HPG 7.5 - Foster a culture of physical and psychological safety, resilience, wellness and sustainability across the City organization.

27.10 South College Corridor Assessment - Offer Type: 1-Time Enhancement - Unfunded

2023 - \$300,000

2024 - \$0

This offer will fund a consultant to conduct an analysis of infrastructure, land use and transportation needs in the southwest area of Fort Collins, specifically the South College corridor and the Southwest Annexation area. The study area is envisioned to be roughly from Harmony Road south to Carpenter Road, and College Ave (about 1/4 mile each side) west to Overland (see attached map of the original SW Annexation area). The outcome of this analysis will include a prioritized set of projects and improvements focused on this part of town, and how to best fund and implement these needs. The analysis will include:

- Review of existing plans and programs
- Inventory of infrastructure needs (roads, bike/pedestrian, transit, utilities, etc.)
- Overview of existing land use patterns such as zoning, development potential, open space, and 15 minute city analysis
- Improvement recommendations that build on existing programs and plans
- Funding needs and next steps

This Offer supports the following Strategic Objectives:

- TM 6.2 - Support an efficient, reliable transportation system for all modes of travel, enhance high-priority intersection operations, and reduce Vehicle Miles Traveled (VMT).
- TM 6.5 - Maintain existing and aging transportation infrastructure to keep the system in a state of good repair and continually address missing elements to meet community needs and expectations.

27.11 Mobility Innovation Zones Plan - Offer Type: 1-Time Enhancement - Unfunded

2023 - \$150,000

2024 - \$0

Funding this offer will hire an experienced consultant team to assist in creating a Mobility Innovation Zones Plan to identify emerging transit and mobility solutions for people working, living, and travelling to, from and within low-density neighborhoods in northeast, northwest, southeast and southwest Fort Collins.

Mobility Innovation Zones are a key feature and recommendation in the Transit Master Plan (TMP) adopted in 2019 and will be established in lower density areas of Fort Collins where transit service is limited or non-existent. The TMP recommends these areas be served by new and emerging on-demand and shared mobility services and technologies. Services to be explored in the plan include micro-transit, private shuttles, autonomous vehicles and other emerging technologies that allow for more flexibility than fixed-route transit. Mobility Innovation Zones will be connected into the core transit network at mobility hubs that will serve as multimodal transfer points between transit, bicycles, carshare, scooters, shuttles, on-demand and other mobility services.

Generally, lower-density neighborhoods do not provide an environment where fixed-route transit service (like MAX and other existing Transfort routes) can generate enough ridership to succeed. At these low densities, only infrequent transit service can be sustained, which is so uncompetitive with other forms of transportation, such as driving alone, that it's not practical to operate. In 2023, this plan will engage the community to identify the best transit and mobility solutions that efficiently and

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effectively serve innovation zones and connections to mobility hubs. The plan will also identify implementation costs, phasing and performance metrics.

Providing mobility options will serve people without vehicles or limited means to maintain one, people with disabilities, and in general make it easier for people to travel throughout the community without a private vehicle.

This Offer supports the following Strategic Objectives:

- TM 6.2 - Support an efficient, reliable transportation system for all modes of travel, enhance high-priority intersection operations, and reduce Vehicle Miles Traveled (VMT).
- TM 6.3 - Invest in equitable access to, and expansion of, all sustainable modes of travel with emphasis on growing transit ridership.

27.13 Shift Your Ride Travel Options Program - *Offer Type: Continuing Enhancement* - Funded

2023 - \$200,000

2024 - \$200,000

This offer funds recommendations and strategies being developed as part of the City's Shift Your Ride Travel Options Program, as well as strategies from the Electric Vehicle (EV) Readiness Roadmap. This program will provide travel options and incentives for residents, employees and visitors, including internal (City of Fort Collins employees) and external (employers, residents, developers, property managers, university, and schools) system users.

Shift Your Ride is a Transportation Demand Management (TDM) program, which employs policies, programs, information, services, and tools to reduce drive-alone trips and facilitate a shift to sustainable transportation choices making it safe, easy, fast, and affordable to get around without a car. The program will also support and promote the transition to clean-fueled vehicles like electric vehicles.

In 2022 FC Moves is developing a program plan to define the Shift Your Ride Program framework. This budget request will allow staff to carry out the recommended plan strategies starting in 2023 such as: work with a variety of stakeholders, including new residential and commercial developments, large businesses, and property management companies to develop TDM programs; promote and develop policies incentivizing local and regional transit, e scooter and bike share, ridesharing, teleworking, and EV adoption; and acquire and manage rideshare and ride-match program software. A separate, related offer (27.15) has been submitted to hire a transportation professional with TDM and electric vehicle expertise to manage the program and carry out the strategies and solutions identified in the plan.

This offer has many beneficial impacts including reduced traffic congestion, vehicle miles traveled and greenhouse gases; improving the use of existing services; improved public health and safety; connecting people to jobs; and cost savings to companies and individuals.

This Offer supports the following Strategic Objectives:

- TM 6.2 - Support an efficient, reliable transportation system for all modes of travel, enhance high-priority intersection operations, and reduce Vehicle Miles Traveled (VMT).
- TM 6.3 - Invest in equitable access to, and expansion of, all sustainable modes of travel with emphasis on growing transit ridership.
- ENV 4.1 - Intensify efforts to meet 2030 climate, energy and 100% renewable electricity goals that are centered in equity and improve community resilience.

27.14 School Transportation Safety Assessments and Strategic Infrastructure for Youth - *Offer Type: Continuing Enhancement* - Unfunded

2023 - \$100,000

2024 - \$61,000

Funding this offer will continue strategic safety assessments and infrastructure improvements benefiting K-12 students who walk, bike, scooter and skateboard to school.

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This offer will be jointly led by Safe Routes to School (SRTS) and Traffic Operations, in partnership with Poudre School District (PSD) and individual schools.

The original enhancement offer from 2022 funded a contractual traffic safety consultant who conducted two assessments and a template process for transportation safety assessments at schools. The 2022 funding also will cover the cost of assessments at three additional schools and infrastructure improvements in those areas.

This 2023-24 offer requests funding to continue conducting five assessments annually (up to \$25,000), along with \$75,000 for infrastructure projects identified through those assessments as critical for enhanced safety of students who bike/walk/scooter/skateboard to and from school. At this rate of funding and assessments, it will take about six or seven total years to cover all PSD schools in Fort Collins. Ideally the assessments would be repeated after all schools had assessments done (a reassessment every six to seven years at each school).

Currently no City funding is dedicated specifically to small-scale infrastructure improvements for students who bike, walk, scooter or skateboard to school. This offer helps rectify that gap in infrastructure services.

The safety of K-12 students using active modes to/from school relies on well-designed bicycle/pedestrian infrastructure in school areas. A successful SRTS Strategic Traffic Infrastructure offer in a previous budget cycle yielded 26 high-quality projects directly benefiting K-12 youth. This offer adds safety assessments that specifically identify those kinds of infrastructure improvements.

This offer will complement and help facilitate a PSD Transportation Services initiative studying traffic operations and roadway conditions affecting students in PSD school areas.

This Offer supports the following Strategic Objectives:

- TM 6.1 - Improve safety for all modes and users of the transportation system to ultimately achieve a system with no fatalities or serious injuries.
- NLSH 1.4 - Advance equity for all with an emphasis on racial justice to remove systemic barriers so that persons of all identities, including race, ethnicity, religion, gender and gender identity, age, class, sexual identity, mental and physical abilities and ability can fully participate in City services and experience equitable community outcomes.

27.15 1.0 FTE Shift Your Ride Travel Options Program Professional - Offer Type: Enhancement - Unfunded **2023 - \$66,544**
2024 - \$92,760

This offer will fund a new 1.0 classified FTE position to hire a Transportation Planner II with expertise in Travel Demand Management (TDM) to manage the Shift Your Ride Travel Options Program in the FC Moves Department. This program will provide travel options and incentives for people travelling to, from and within Fort Collins, and will have an internal (City of Fort Collins employees) and external (employers, employees, residents, developers, property managers, university and schools) focus.

During the 2022 budget cycle, staff submitted and offer to 1) hire a consultant to assist in developing a plan to define the Shift Your Ride Program framework and determine ongoing funding needs to carry out the program, and 2) hire a dedicated transportation professional to lead the program. That offer was partially funding, providing enough funding to develop a consultant-led plan that is underway and to be completed in early 2023.

This offer is to hire a staff person to provide oversight to the plan and program development starting in 2023 and carry out the strategies and solutions to be developed in the plan. The Shift Your Ride Program is an expansion of the work already conducted by FC Moves to promote and implement sustainable mobility and will employ new strategies such as 1) trip reduction assistance to employers 2) ride matching programs (carpool, vanpool), 3) parking management strategies and 4) employing policies and subsidies that foster a reduction in travel demand and a shift to sustainable modes of travel.

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This offer has environmental, economic and equitable benefits including the provision of sustainable transportation choices; reduced traffic congestion, vehicle miles traveled and greenhouse gases; improving the use of existing services; improving public health and safety; connecting people to jobs; and providing cost savings to companies and individuals.

This Offer supports the following Strategic Objectives:

- TM 6.2 - Support an efficient, reliable transportation system for all modes of travel, enhance high-priority intersection operations, and reduce Vehicle Miles Traveled (VMT).
- TM 6.3 - Invest in equitable access to, and expansion of, all sustainable modes of travel with emphasis on growing transit ridership.
- ENV 4.1 - Intensify efforts to meet 2030 climate, energy and 100% renewable electricity goals that are centered in equity and improve community resilience.

27.16 ARPA Advancing Connectivity, Health & Placemaking in Northeast Fort Collins - Offer Type: 1-Time Enhancement - Unfunded

2023 - \$980,000
2024 - \$0

This offer will implement targeted spot improvements to bicycle and pedestrian connectivity in Northeast Fort Collins in partnership with Neighborhood Services, which has been conducting robust public outreach in these neighborhoods. Spot improvements will include bike/ped arterial crossing improvements, filling sidewalk gaps, ADA improvements, new bicycle facilities and/or ditch crossings. Specific improvements to be constructed will be based on previous engagement work, recommendations from the Active Modes Plan (which is anticipated for adoption in 2022), and feedback from the community. Example improvements to be considered include crossing improvements at Hickory St. and N. College Ave., filling sidewalk gaps along S. Timberline Rd. between E. Vine Dr. and the Poudre Trail, and constructing a ditch crossing connecting to Red St. in Poudre Valley Mobile Home Park. This offer will fund improvements in the area north of E. Mulberry St. and west of the Poudre River and may include improvements in the growth management area to fill gaps between City facilities.

During the COVID-19 pandemic, access to outdoor amenities like parks, trails, and natural areas were essential for both physical and mental health, providing opportunities for recreation and social connection when many indoor spaces were closed. Northeast Fort Collins lags behind other parts of the community, in part because these amenities are planned as part of future development. In this area, short-term "spot improvements" have the potential to improve recreational opportunities, advance public health, bolster community connectivity, and reduce greenhouse gas emissions. This project will incorporate art and placemaking elements into any designs or improvements, such as asphalt art designed and installed by community members, to support connection and healing. Neighbors will have a unique opportunity to co-design welcoming spaces that connect, inspire, and advance a sense of belonging.

This Offer supports the following Strategic Objectives:

- TM 6.3 - Invest in equitable access to, and expansion of, all sustainable modes of travel with emphasis on growing transit ridership.
- NLSH 1.5 - Enhance the quality of life and sense of belonging in neighborhoods by connecting neighbors to City services, building community, and fostering harmonious relationships.
- ARPA Funding Recovery Theme: Health

36.1 Traffic Engineering - Offer Type: Ongoing - Funded

2023 - \$1,331,141
2024 - \$1,382,213

This offer provides ongoing management of the City's transportation system, helping to ensure safe and efficient mobility for all people using all modes of travel including

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bicycles, electric mobility devices, pedestrians, transit and vehicular travel.

Traffic Engineering includes traffic signal timing, staffing the Traffic Management Center, traffic data collection, traffic safety data management and analysis, work area traffic control, neighborhood traffic mitigation, development review and department administration.

Traffic Operations provides ongoing management and optimization of signal timings on major arterial street corridors, implements state-of-the-art signal control technologies including traffic adaptive control, and uses real-time and historical travel data to monitor, evaluate and improve travel throughout Fort Collins.

Traffic Engineering leads the Citywide traffic safety program using a data-informed approach to analyze crash data to identify opportunities to improve safety, implement low-cost safety measures and inform safety projects in Engineering, FC Moves, Police Services and other community-based organizations. Traffic provides support to City Council, the Planning and Zoning Board, the Transportation Board and the North Front Range Metropolitan Planning Organization. Traffic Engineering also provides support for other City departments including, but not limited to: FC Moves, Engineering, Streets, Parking Services, Police Services, Community Development & Neighborhood Services and the City Manager's Office.

This Offer supports the following Strategic Objectives:

- TM 6.2 - Support an efficient, reliable transportation system for all modes of travel, enhance high-priority intersection operations, and reduce Vehicle Miles Traveled (VMT).
- TM 6.1 - Improve safety for all modes and users of the transportation system to ultimately achieve a system with no fatalities or serious injuries.

36.2 Traffic Signals - Offer Type: Asset Management-Ongoing - Funded

2023 - \$1,097,792

2024 - \$1,131,432

This offer funds ongoing maintenance and repair to the City's traffic signal infrastructure, helping to ensure a safe and efficient transportation system for all users. Traffic Signals include signal control hardware, software, the communication system, and signal infrastructure such as poles, mast arms, indications, wire and conduit. Operation and maintenance of the City's signal system is an essential safety service as well as an important element in minimizing travel delays, fuel consumption and air pollution.

The Traffic Operations Department operates and maintains 187 traffic signals, 39 pedestrian/fire signals, 49 reduced-speed school zones, and 21 pedestrian beacons. In addition, Traffic Operations maintains 48 closed circuit television monitoring cameras, 42 radar speed feedback signs, and over 580 detection cameras used to provide input to the transportation system. Approximately 65 miles of fiber optic cable and wireless radios at outlying locations allow remote traffic management from the City's Traffic Management Center. The City installs an average of five new signals, two monitoring cameras, 12 detection cameras, and 24 audible pedestrian signals each year.

The Traffic Operations Department operates and maintains the Traffic Management Center located within the Traffic Operations facility. The Traffic Management Center is the hub of a Citywide network that allows remote monitoring and operation of traffic signals and signal components. It is critical to the safe and efficient operation of the traffic signal system in Fort Collins. To keep the system running, ongoing equipment maintenance, software patches, and hardware upgrades are required. Most system maintenance and operational support of the Traffic system is completed by Traffic Operations staff.

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This Offer supports the following Strategic Objectives:

- TM 6.2 - Support an efficient, reliable transportation system for all modes of travel, enhance high-priority intersection operations, and reduce Vehicle Miles Traveled (VMT).
- TM 6.1 - Improve safety for all modes and users of the transportation system to ultimately achieve a system with no fatalities or serious injuries.

36.3 Signs and Pavement Markings - Offer Type: Asset Management-Ongoing - Funded

2023 - \$1,180,933

2024 - \$1,219,786

This offer provides ongoing maintenance and improvement of the City's traffic sign and pavement marking infrastructure, helping to ensure safe and efficient mobility throughout Fort Collins.

More specifically, this offer provides for the fabrication, installation, repair and maintenance of traffic signs and pavement markings on all public roadways in Fort Collins. Signs and pavement markings are used to inform, guide, warn and regulate all modes of travel.

The Traffic Operations Department maintains approximately 40,000 traffic signs. Maintenance includes repairing or replacing damaged, faded or missing signs. In 2021, more than 1,300 signs were repaired or replaced. Maintenance of these signs is an important component of customer service as these signs are necessary for safety and navigating the street system.

Traffic Operations maintains the pavement markings on approximately 1,500 lane miles of streets in Fort Collins. These markings include longitudinal markings such as lane lines, bike lanes and street center lines. They also include transverse markings such as crosswalks, stop bars, turn arrows, railroad markings, bike lane markings, parking stall markings and red curb paint to indicate parking restrictions. Pavement marking crews paint longitudinal lines at least once per year on arterial streets, collector streets and local streets that have stripes to maintain the visibility of the markings.

The maintenance of traffic signs and pavement markings is important for all modes of travel. Many signs and markings are made and installed specifically for transit, bicycle, pedestrian, and school safety programs.

This Offer supports the following Strategic Objectives:

- TM 6.1 - Improve safety for all modes and users of the transportation system to ultimately achieve a system with no fatalities or serious injuries.

36.4 Traffic Operations Equipment - Offer Type: Asset Management-Ongoing - Funded

2023 - \$269,968

2024 - \$269,969

This offer funds the continued management, maintenance, repair and improvement of the City's transportation system infrastructure. Currently the City's total investment in the traffic signal infrastructure is estimated over \$50M. Much of this infrastructure was installed as long ago as the 1970s and 1980s, and needs replacement or upgrade. In 2011, funds were allocated to Traffic Operations for equipment replacement and upgrade.

Funding will be used to replace aging traffic signal infrastructure, upgrade equipment in the Traffic Management Center, replace vehicles that are past their service life, and purchase/upgrade other needed equipment to provide core services.

Without this funding, maintenance activities will go back to a less cost-effective reactionary mode where items are only replaced when they fail. This tends to be less

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cost-effective in the long run and has greater implications for users of the transportation system. It is also less strategic as decisions about equipment replacement are driven by immediate needs versus long-term planned asset management goals. By maintaining this funding for equipment replacement, Traffic Operations can provide more proactive maintenance for equipment.

This Offer supports the following Strategic Objectives:

- TM 6.5 - Maintain existing and aging transportation infrastructure to keep the system in a state of good repair and continually address missing elements to meet community needs and expectations.

36.5 Neighborhood Traffic Mitigation Program - Offer Type: Ongoing - Funded

2023 - \$150,000

2024 - \$150,000

Funding this offer will continue the City's Neighborhood Traffic Mitigation Program at current funding levels. The program is coordinated through the City's Traffic Operations Department.

Speeding and cut-through traffic in residential neighborhoods are common concerns expressed by Fort Collins residents. Prior to 2010, the City's Neighborhood Traffic Mitigation Program was limited in scope (\$20,000), providing portable radar speed trailers, yard signs and radio advertisements reminding drivers to slow down in neighborhoods, school areas, etc. In 2010, City Council authorized a one time expenditure of an additional \$100,000 of General Fund money to implement physical traffic calming devices based on specific evaluation criteria. In 2011 and 2012, funds from the Traffic Calming Surcharge were used to continue the program. In 2013, an additional \$30,000 of Traffic Calming Surcharge funding was provided, bringing the total annual program funding to \$150,000.

Since 2010, traffic mitigation projects have been completed on more than 50 residential streets. Projects have included road diets (converting a street from four lanes to three lanes, including a center turn lane), radar speed displays, dynamic school speed limit signs and speed humps. These devices are applied based on screening criteria along with an extensive consensus-building process within each neighborhood. Demand for mitigation in neighborhoods is increasing, with nine streets approved in 2019, 14 streets approved in 2020, nine streets approved in 2021 and 21 streets eligible in 2022. The program was revamped in 2019 to streamline the process for community members, and due to increasing demand created a system that prioritizes approved mitigation locations based on severity of concerns. This offer proposes to continue the Neighborhood Traffic Mitigation Program at current funding levels.

This Offer supports the following Strategic Objectives:

- TM 6.1 - Improve safety for all modes and users of the transportation system to ultimately achieve a system with no fatalities or serious injuries.

36.9 Neighborhood Traffic Mitigation Program Expansion - Offer Type: Continuing Enhancement - Unfunded 2023 - \$130,000

2024 - \$130,000

Funding this offer will allow for expansion of the City's Neighborhood Traffic Mitigation Program (NTMP). Whereas the existing traffic mitigation program (Offer 11.5) is used primarily to mitigate speeding and cut-through traffic by installing speed bumps, this enhanced program would consider measures such as medians and/or pedestrian refuge islands, sidewalk curb extensions, traffic diverters, pedestrian crossing enhancements, and bicycle facility improvements in order to achieve a more "complete streets" approach to traffic calming. In alignment with Council priorities, funding this offer will provide project opportunities for residents seeking to slow local traffic while creating a more livable community. This offer includes funding for consulting services and for the constructing traffic mitigation devices on neighborhood streets.

In 2022 the NTMP expansion funds are programmed to install a raised trail crossing (Nancy Gray/Sharp Point), speed radar signs (Manhattan), and design for bulb outs

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in neighborhoods to reduce speeding, projects that exceeded the budget of our typical NTMP program.

This Offer supports the following Strategic Objectives:

- TM 6.1 - Improve safety for all modes and users of the transportation system to ultimately achieve a system with no fatalities or serious injuries.

36.10 Vision Zero Action Plan Implementation - Offer Type: 1-Time Enhancement - Funded

2023 - \$75,000

2024 - \$75,000

This offer provides funding that will focus on implementing recommendations from a vision zero action plan, which is intended to be presented to City Council later this year. This offer will also resource management of the Vision Zero program for two years.

Vision Toward Zero deaths is Fort Collins' community goal to minimize the number of traffic-related crashes and serious injuries, with a goal of reducing them to zero. Over the last five years, 51 people died using the Fort Collins roadway system. These people are not statistics, they are community members, mothers, fathers, friends, neighbors and children. Work plans in Traffic Operations, Engineering and FC Moves already have a primary focus on improving roadway safety. This position would help to guide existing resources with a safety lens. Resourcing this offer provides dedicated staffing to move the Vision Zero initiative forward.

This Offer supports the following Strategic Objectives:

- TM 6.1 - Improve safety for all modes and users of the transportation system to ultimately achieve a system with no fatalities or serious injuries.
- TM 6.2 - Support an efficient, reliable transportation system for all modes of travel, enhance high-priority intersection operations, and reduce Vehicle Miles Traveled (VMT).

36.12 Critical Communication - Traffic Signal Infrastructure - Offer Type: Asset Management-Enhanced - Unfunded

2023 - \$0

2024 - \$104,000

This offer will fund ongoing maintenance and upgrades to the Advanced Traffic Management System (ATMS). The purpose of the ATMS is to use information and communication technology to improve safety and operational efficiency, share information with the public, and manage congestion. This offer is scalable and would focus on three components: network switch replacement, network architecture redesign/Virtual Local Area Network (VLAN) implementation, and traffic communication network expansion.

The Traffic Department currently maintains over 900 networkable devices on the ATMS network using over 65 miles of fiber optic cables, 170 network switches and 40 radios. These devices include intersection controllers, conflict monitors, video detection systems, travel time monitors, battery backup systems and emergency vehicle preemption. This number is expected to grow to nearly 2,000 over the next five years. Growth of the system is currently limited by bandwidth and topology restrictions on the network. There are currently over 500 devices not connected to the network due to bandwidth and physical network limitations.

Sixty percent of the network switches on the ATMS network are the original network switches, have only four ports, and are nearing 18 years old. The switches can no longer be repaired and are beginning to fail. An additional 22% percent of the ATMS network switches are nearing 15 years old and are also due to be replaced. Expected lifespan of field switches range from 8 to 12 years. Present-day arterial/arterial intersections require a minimum of seven ports. The number of ports needed is expected to increase as more Intelligent Transportation System (ITS) devices are developed and deployed. Replacing the switches with modern, VLAN capable switches containing more ports will allow the Traffic Operations Department to improve monitoring capabilities and continue to deploy ITS devices.

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This Offer supports the following Strategic Objectives:

- TM 6.5 - Maintain existing and aging transportation infrastructure to keep the system in a state of good repair and continually address missing elements to meet community needs and expectations.
- TM 6.2 - Support an efficient, reliable transportation system for all modes of travel, enhance high-priority intersection operations, and reduce Vehicle Miles Traveled (VMT).

36.13 School Zone Safety Flasher Upgrade - Offer Type: Asset Management-Enhanced - Unfunded

2023 - \$225,000

2024 - \$0

This offer is requesting funding to upgrade our school zone clocks to allow for remote programming/scheduling, monitoring and management from the Traffic Management Center (TMC). These upgraded clocks would increase safety for students when a school needs an immediate time change due to a weather event or an emergency; doing so currently requires sending staff to each clock location to manually adjust.

Fort Collins currently has 49 school zones with 73 manually programmable clocks. These clocks must be programmed by Traffic Operations staff at the physical location of the school zone. This limits our ability to respond to changes in school times due to weather or other events. In addition, most of the existing school clocks are over 20 years old and are past their expected service life with several failures occurring each year. These clocks are not serviceable and we are largely dependent on equipment that has been salvaged from other communities that have phased them out of service.

Staff performs an annual preventative maintenance at each clock and makes any known changes to the schedule at that time.

This Offer supports the following Strategic Objectives:

- TM 6.1 - Improve safety for all modes and users of the transportation system to ultimately achieve a system with no fatalities or serious injuries.

36.14 1.0 FTE - Traffic Network Engineer - Offer Type: Enhancement - Unfunded

2023 - \$76,149

2024 - \$93,740

This offer will partner with the Connexion team to fund a 1.0 FTE Network Engineer. Over the past 20 years, the complexity and network needs of the traffic signal system have grown immensely. Traffic Operations currently maintains over 900 networkable devices on the Advanced Traffic Management System (ATMS) network using over 65 miles of fiber optic cables, 170 network switches and 40 radios. With the expected growth to nearly 2,000 devices over the next five years, a Network Engineer is needed to support the rapidly expanding network.

In 2000, the only device in the traffic cabinet that was connected to the central system was the controller. Now, in addition to the controller, an intersection communication system can have four (or more) detection cameras, a Closed Circuit Television (CCTV) pan tilt zoom capable monitoring camera, Bluetooth readers for travel time monitoring, an emergency vehicle preemption system, audible pedestrian push buttons and a conflict monitor. The number of networkable devices is only expected to grow as Vehicle to Infrastructure (V2I) technology advances.

The current communication system was designed and implemented in 2004. Federal funds were used to hire a Network Engineer from the City Information Technology (IT) Department to design, program and deploy nearly 150 IP addressable controllers, 30 radios and 20 CCTV cameras. Since that time, we have added over 580 video detection cameras, 28 CCTV cameras, 43 Bluetooth readers and numerous other devices. The needs of the traffic network have now outgrown the original network design. The Network Engineer would assist with design and implementation of a modern network as well as deploying and maintaining Intelligent Transportation System (ITS) devices.

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This Offer supports the following Strategic Objectives:

- TM 6.2 - Support an efficient, reliable transportation system for all modes of travel, enhance high-priority intersection operations, and reduce Vehicle Miles Traveled (VMT).

51.1 Transit Fixed Route Network - Offer Type: Ongoing - Funded

2023 - \$18,587,163

2024 - \$19,282,288

Funding this offer will provide fixed route transit service within the City of Fort Collins and regional service area. This offer is a request for Transfort to continue providing transportation options for the community, which include the Bus Rapid Transit Route (MAX), FLEX (regional service to Loveland/Longmont/Boulder), Around the Horn, Gold, and transit service for 19 local routes.

This proposal will pay for salaries and benefits of transit personnel, fleet and facility maintenance, fuel, insurance, uniforms and technology. This offer also includes support services, such as road supervision, dispatch, scheduling, customer service, utility costs, service planning, public outreach, administrative staffing, technology support, communication expenses (telephone, wireless, etc.), passenger safety and code enforcement, supplies, and liability insurance.

Transportation is a key factor in leading a life of opportunity, choice and dignity for individuals in our community. When historically marginalized communities have access to affordable public transit, they are better able to access essential services, such as health clinics and hospitals, grocery stores, employment centers and recreation centers.

This Offer supports the following Strategic Objectives:

- TM 6.3 - Invest in equitable access to, and expansion of, all sustainable modes of travel with emphasis on growing transit ridership.
- TM 6.4 - Support and invest in regional transportation connections.
- TM 6.5 - Maintain existing and aging transportation infrastructure to keep the system in a state of good repair and continually address missing elements to meet community needs and expectations.

51.2 Game Day Transit Service - Offer Type: Ongoing - Funded

2023 - \$100,000

2024 - \$100,000

Funding this offer will enable Transfort to continue providing enhanced transit routes during Colorado State University (CSU) football games. These services are provided to the entire community before, during and after football games hosted at CSU's Canvas Stadium. CSU and the City work together to design the service, and the City is reimbursed for actual costs. The City of Fort Collins and CSU will enter into an intergovernmental agreement (IGA) to fund these services. CSU funds the entire cost of this offer. Additional expanded service on game days for increased community-wide demand is funded in Transfort's ongoing core services offer (51.1).

This Offer supports the following Strategic Objectives:

- TM 6.3 - Invest in equitable access to, and expansion of, all sustainable modes of travel with emphasis on growing transit ridership.

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51.3 Dial-A-Ride - Offer Type: Ongoing - Funded

2023 - \$2,042,455

2024 - \$2,048,220

Funding this offer will provide the federally mandated paratransit service, Dial-A-Ride, to Americans with Disabilities Act (ADA) eligible individuals. Dial-A-Ride operates paratransit service within a ¾ mile radius of existing transit fixed route. This offer will also fund Dial-A-Taxi service, which provides taxi vouchers to Dial-A-Ride clients, and a specialized shuttle service for Foothills Gateway, Inc.

The ADA stipulates that any transit agency offering fixed-route service must also provide paratransit service to eligible passengers within 3/4 of a mile of the fixed-route service area, during the same hours of service, and that the paratransit fare must not be more than twice the fixed-route regular fare. Passengers are pre-certified for this door to door, on demand service based on their inability to use fixed-route bus services due to a disability. Transfort's paratransit service is called Dial A-Ride and 100% of the service is provided by a third party contractor. This offer will pay for contract provider expenses based on a per-passenger charge. The per -passenger charge includes dispatch and scheduling staff. The funds pay Transfort staff time used to manage the Dial A-Ride program. Transfort also manages the paratransit service contract for City of Loveland Transit (COLT) and is directly reimbursed by Loveland for costs incurred for paratransit services and contract administration fees. The existing contract contains annual rate increases.

This offer also funds Dial A-Taxi vouchers used for subsidized taxi trips. Dial A-Taxi vouchers provide an additional, more flexible service for Dial A-Ride passengers.

This offer appropriates funds for Foothills Gateway Shuttle service provided by the paratransit third-party vendor and contribution to SAINT volunteer transportation.

Funding for this offer is anticipated from four major sources: Federal Transit Administration Section 5307 grant funding, Section 5310 grant funding, and City General Fund.

This Offer supports the following Strategic Objectives:

- TM 6.3 - Invest in equitable access to, and expansion of, all sustainable modes of travel with emphasis on growing transit ridership.
- NLSH 1.3 - Increase resident participation in income-qualified services and improve accessibility to City and community programs for low- and moderate-income households.
- NLSH 1.4 - Advance equity for all with an emphasis on racial justice to remove systemic barriers so that persons of all identities, including race, ethnicity, religion, gender and gender identity, age, class, sexual identity, mental and physical abilities and ability can fully participate in City services and experience equitable community outcomes.

51.4 Poudre Express Regional Transit Service Partnership from Greeley to Fort Collins - Offer Type: Continuing Enhancement - Funded

2023 - \$120,000

2024 - \$120,000

Funding this offer allows the City of Fort Collins to continue contributing to the regional transit service between Greeley and Fort Collins operated by Greeley-Evans Transit (GET) that began in January 2020. Prior to COVID-19, travel between Northern Colorado communities continued to grow. It is estimated that over 14,000 people commuted daily between Fort Collins, Windsor and Greeley. The high level of commuting into the community has a significant impact on congestion and quality of life for residents and travelers.

Regional services are a key mobility option that help address the negative impacts of in-commuting. Following the success of FLEX and Bustang, GET began providing The Poudre Express between Greeley and Fort Collins in early 2020. (FLEX is a regional service operated by Transfort that connects communities along Highway 287, and Bustang is a Colorado Department of Transportation (CDOT) service between Fort Collins and Denver.)

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The Poudre Express service operates 7 trips per day between Greeley and Fort Collins, with stops at Colorado State University (CSU), University of Northern Colorado (UNC), and Windsor. The alignment in Fort Collins includes I 25 from Highway 392 to Highway 14 with a stop at the Harmony Transfer Center (HTC), and along Highway 14/Mulberry to the CSU Transit Center. Passengers are able to make transfers to other routes at the CSU Transit Center, MAX, and transfer to Bustang and Transfort's Route 16 at the HTC.

This service results in a reduction of commuting between communities by single-occupant vehicles, air quality improvements and reduced greenhouse gas emissions, less congestion, and higher quality of life for commuters and residents. Funding partners include CDOT; the cities of Greeley, Evans, Windsor, and Fort Collins; and CSU and UNC.

This Offer supports the following Strategic Objectives:

- TM 6.3 - Invest in equitable access to, and expansion of, all sustainable modes of travel with emphasis on growing transit ridership.

51.5 Capital Assets & Projects - Offer Type: Asset Management-Ongoing - Funded

2023 - \$1,156,250

2024 - \$1,156,250

Funding this offer will allow Transfort to create local match funds for acquired federal grants to complete projects related to transit planning and capital asset management, including technology, rolling stock and equipment assets. This funding will contribute to projects such as replacing buses that have met or exceeded their useful life, and replacing outdated equipment and assets with more sustainable, efficient equipment and assets. Maintaining and replacing obsolete assets increases system reliability by decreasing asset breakdowns, down time, and costs related to maintenance. This offer requests a total of \$1,150,000 in 2023 and \$1,150,000 in 2024. Local funds will account for 20% of the total appropriation with 80% coming from grant revenue.

Transfort receives three annual federal formula grant awards from the Federal Transit Administration (FTA) that will fund this offer. These formula programs typically require a 20% local match.

- 5339 funds can be used for capital repair, replacement and enhancement of assets related to rolling stock, facilities, and technology.
- 5310 funds can be used for projects to benefit seniors and individuals with disabilities, including projects like maintaining, replacing and upgrading bus stops and bus stop amenities.
- 5307 funds can be used to maintain and replace capital assets as well as transit planning and design projects.

Projects that could be funded with this offer include ongoing repair of concrete throughout the City's transit centers, bus stop pad repair and construction, purchase of bus stop amenities, vehicle replacements, and transit equipment and asset repair, maintenance, and replacement.

This Offer supports the following Strategic Objectives:

- TM 6.5 - Maintain existing and aging transportation infrastructure to keep the system in a state of good repair and continually address missing elements to meet community needs and expectations.

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51.7 Midday and Weekend FLEX to Boulder Bus Service - *Offer Type: Ongoing - Funded*

2023 - \$200,000

2024 - \$200,000

Funding this offer will allow Transfort to operate ongoing FLEX transit service trips Monday through Friday and four total weekend round trips on the FLEX to Boulder regional route.

Transfort's commuter FLEX route greatly contributes to the transportation community in Northern Colorado. FLEX serves the communities of Fort Collins, Loveland, Longmont, Boulder, and smaller population centers in between. FLEX weekday service consists of 19 round trips to Loveland, 14 round trips to Longmont, and 6 round trips to Boulder. Weekend service consists of 17 round trips to Loveland, 4 round trips to Longmont, and 2 round trips to Boulder. In 2020, the FLEX served over 89,000 riders. Since its initial launch in 2009, ridership on the FLEX regional routes has increased each year. Routes to Boulder were added in 2016. These numbers demonstrate the demand for transit service among these communities in Northern Colorado.

This Offer supports the following Strategic Objectives:

- TM 6.3 - Invest in equitable access to, and expansion of, all sustainable modes of travel with emphasis on growing transit ridership.
- TM 6.4 - Support and invest in regional transportation connections.
- TM 6.5 - Maintain existing and aging transportation infrastructure to keep the system in a state of good repair and continually address missing elements to meet community needs and expectations.

51.10 West Elizabeth Enhanced Travel Corridor Full Design - *Offer Type: 1-Time Enhancement - Unfunded*

2023 - \$2,500,000

2024 - \$0

This offer will fund the completion the full design for the West Elizabeth Corridor project. The full design is needed in order to receive grant funding from the Federal Transit Administration (FTA) to construct the corridor, including bus rapid transit. The City has collaborated with Colorado State University (CSU) and in 2020 obtained funding for completing the 30% design effort, which is the current status of the project. This offer will provide the funding needed to bring the design from 30% to final design.

The construction of this project will accomplish the following: pedestrians will have access to consistent, ADA-compliant, detached sidewalks; enhanced crossings and protected intersections; and green-colored pavement in conflict zones. Cyclists will have access to consistent protected bikes lanes and intersections, enhanced crossings, protected intersections, and green-colored pavement in conflict zones. For transit users, bus stop islands will provide convenient, easily accessible stops, with enhanced amenities to improve transit patron safety and comfort. More people will use transit in lieu of driving. Medians, center turn lanes, parkways, and roundabouts are recommended to calm vehicular traffic and reduce conflict points between modes. Additionally, locations with a crash history will be improved. Vehicles will be physically separated from other modes with protected bike lanes, separated sidewalks, and raised bus stops.

The West Elizabeth Corridor provides a critical, three-mile transportation connection for a growing business district and multi family housing, serving as a link for students, faculty and staff accessing the CSU Main and Foothills Campuses. Over 24,000 residents reside, and 20,000 jobs exist within the corridor. The corridor accommodates a high level of transit ridership, and is extensively traveled by vehicles, cyclists, and pedestrians.

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This Offer supports the following Strategic Objectives:

- TM 6.2 - Support an efficient, reliable transportation system for all modes of travel, enhance high-priority intersection operations, and reduce Vehicle Miles Traveled (VMT).
- TM 6.3 - Invest in equitable access to, and expansion of, all sustainable modes of travel with emphasis on growing transit ridership.

51.14 1.0 FTE Dial-A-Ride/Paratransit Manager - *Offer Type: Enhancement - Unfunded*

2023 - \$123,246

2024 - \$129,011

Funding this offer will provide a 1.0 FTE dedicated staff member to manage and seek improvements for the Dial A-Ride paratransit program and the Dial A-Taxi program. Currently, neither the Dial A-Ride nor Dial A-Taxi programs have dedicated staff to provide oversight of the contractor, determine program eligibility, ensure federal compliance, respond to customer complaints, participate on boards and commissions, or analyze data to determine the effectiveness of the program. This position will analyze the current programs and work to identify and implement improvements. These programs are currently being monitored by 1012 individuals at any given time, whose primary role in the organization is not Dial A-Ride. Funding this offer will result in a position that is 100% dedicated to the Dial A-Ride program and ensuring that the individuals who rely on Dial A-Ride are given consistent and equitable service.

Dial A-Ride is an essential and federally mandated transportation system for individuals with disabilities who are unable to use the fixed-route bus system because of their disability. Dial A-Ride is a shared ride (meaning multiple individuals can ride in a vehicle at the same time), door to door transit service that provides vital transportation to and from any location in the service area. The service area is required to be ¾ of a mile from any fixed-route bus service, but not commuter routes, such as the FLEX regional route.

Dial A Taxi is a program for Dial A Ride clients that is intended to bridge the gap for rides that are not eligible to be paratransit rides. These trips are a \$20 voucher toward a taxi trip and will cover up to \$20 on the taximeter.

This Offer supports the following Strategic Objectives:

- TM 6.3 - Invest in equitable access to, and expansion of, all sustainable modes of travel with emphasis on growing transit ridership.

51.21 Transfort & Parking Services Facilities Maintenance Equipment - *Offer Type: 1-Time Enhancement - Unfunded*

2023 - \$179,000

2024 - \$0

Funding this offer will provide the necessary equipment to support mission critical maintenance of all Transfort bus stops. The equipment that this offer will fund includes three fleet vehicles, a utility vehicle, a trailer to haul trash and equipment, and a storage container to store the equipment. This equipment is needed whether the additional positions in offer 51.20 are funded or not. Currently, there is one facilities supervisor, four classified facilities technicians, and two hourly technicians. This team currently has one sedan for the facilities supervisor and two standard trucks for six people (four classified and two hourly). The team also has a power washing truck for deep cleaning bus stops and transit centers, but that truck cannot be used to haul trash or clear snow because the large water tank consumes the back portion of the truck. Adding three trucks plus a utility vehicle will be enough for existing staff and will be enough if offer 51.20 is funded, as the team will span more hours and will be able to share the vehicles.

In late 2022, Transfort will begin in house service of approximately 480 bus stops throughout the transit system. Previously, the maintenance was overseen by an advertising vendor. The advertising vendor is unable to provide the degree of maintenance required, so Transfort staff will assume responsibility for all stop maintenance. Well maintained bus stops that are clear of debris, snow and ice are critical to ensuring accessibility of the bus system.

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The maintenance services that City staff will perform includes trash collection, cleaning shelters and benches, weed control, basic repairs of shelters and benches, graffiti removal, snow removal, bus shelter assembly and installation, and other miscellaneous tasks. With the addition of these resources, Transfort staff can deliver exceptional service by way of adequately maintained bus stops.

This Offer supports the following Strategic Objectives:

- TM 6.1 - Improve safety for all modes and users of the transportation system to ultimately achieve a system with no fatalities or serious injuries.
- TM 6.3 - Invest in equitable access to, and expansion of, all sustainable modes of travel with emphasis on growing transit ridership.

51.23 1.0 FTE Transfort & Parking Services Project Manager - Offer Type: Enhancement - Unfunded	2023 - \$69,598
	2024 - \$97,015

Funding this offer will provide an additional 1.0 FTE project manager for Transfort & Parking Services. Since 2019, Transfort has seen a 260% increase in grant funding totaling approximately \$25 million. These funds are a combination of bipartisan infrastructure funds, discretionary grant funds and an increase in annual formula grant funding from the Federal Transit Administration.

Transfort currently has over 50 active projects and over 80 additional upcoming projects over the next five years. Because Transfort anticipates increasing the number of active projects and more than doubling the available funding for projects, Transfort will need an additional project manager to be able to oversee the volume of current and upcoming projects both soon, and through the buildout of the Transit Master Plan through 2040.

Transfort currently has two project managers that are managing approximately 50 active projects for both Transfort and Parking Services. Some of the significant upcoming projects include overall maintenance and replacement of existing assets, West Elizabeth Bus Rapid Transit (BRT) buildout, North College BRT, a north operations and maintenance facility, continuation of the ADA bus stop upgrades, electric bus infrastructure upgrades at transit facilities, battery electric bus orders, micro-transit, mobility hub development, and other priorities outlined in the Transit Master Plan.

Transfort project managers also oversee 44 active service contracts including on bus and shelter advertising, snow removal, landscaping, technology service agreements, on-bus Wi-Fi and others.

This Offer supports the following Strategic Objectives:

- TM 6.3 - Invest in equitable access to, and expansion of, all sustainable modes of travel with emphasis on growing transit ridership.
- TM 6.1 - Improve safety for all modes and users of the transportation system to ultimately achieve a system with no fatalities or serious injuries.

51.25 Transfort Service Vehicle Replacement and Fleet Expansion with Electric Vehicle Charging Infrastructure - Offer Type: 1-Time Enhancement - Unfunded	2023 - \$300,864
	2024 - \$864

Funding this offer will allow Transfort to purchase two Electric Vehicles (EV) to replace aging vehicles and purchase an additional four EVs to expand the support vehicle fleet. This offer will also fund additional charging infrastructure to fuel EVs at Transfort's Maintenance Facility (TMF).

Transfort is required by the Federal Transit Administration (FTA) to maintain its assets in a state of good repair, which includes replacing vehicles when they reach the end of their useful life. Transfort has two service/support vehicles that will reach the end of their useful life in 2024 that need to be replaced. Transfort is requesting

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funding for four expansion vehicles as well. Support vehicles are used by Lead Operators, Transit Supervisors, and other positions to support daily operations in the field. These positions are crucial to keeping transit services running smoothly. The Transfort Operations division is finding that at least three or four more vehicles are needed almost daily to accommodate the work schedule.

Transfort currently has four light-duty vehicle chargers at TMF, which will be maxed out with the number of EV vehicles in the support fleet, including the two replacements in this offer. Therefore, this request includes funding for two additional two-port light-duty chargers, which will accommodate charging the four expansion vehicles.

To better align with the City's goal of becoming carbon neutral by 2050 and the EV Readiness Roadmap goal of all new vehicle purchases being plug in electrics by 2025, Transfort has begun replacing its fleet, both revenue and non revenue vehicles, with zero tailpipe emission vehicles. The purchase of EVs furthers the City's goals of reducing greenhouse gas emissions and will allow for significant savings in maintenance and fuel costs moving forward.

This Offer supports the following Strategic Objectives:

- TM 6.1 - Improve safety for all modes and users of the transportation system to ultimately achieve a system with no fatalities or serious injuries.
- ENV 4.2 - Improve indoor and outdoor air quality.

51.26 Mobility Hub Pilot - Offer Type: 1-Time Enhancement - Unfunded

2023 - \$100,000

2024 - \$175,000

Funding this offer will hire an experienced consultant team to assist in creating a plan to implement Mobility Hubs throughout the community and will fund the construction of a pilot Mobility Hub. Mobility Hubs will primarily serve people without vehicles and make it easier to travel throughout the community without a private vehicle.

Mobility Hubs are a key feature of the Transit Master Plan providing seamless connections between transit and other modes of transportation. Mobility Hubs are located at strategic transit stations and activity centers with direct access to the low-stress bicycle network and providing access to transfer from a bus to many other travel modes such as bikeshare, scootershare, carshare, micro-transit, transportation network companies (Uber/Lyft), and including park n-rides and electric vehicle charging stations. Typically, Mobility Hubs are enhanced transit stations that include bus shelters, public plaza, bicycle racks, restrooms, travel and payment information, and other amenities. This plan will also explore the concept of Mobility as a Service (MaaS), which would centralize access to all the aforementioned transportation services in one smartphone app.

Mobility Hubs are a central concept to the Transit Master Plan, which calls for increased transit frequency in primary corridors and access to lower density areas via Innovation Zones that are served by micro-mobility options such as small and possibly autonomous vehicles, bicycles and scooters, and transportation network companies (Uber/Lyft). Innovation Zones will be anchored by Mobility Hubs. In 2023, this plan will engage the community to identify priority locations for Mobility Hubs, explore Mobility Hub typologies of different sizes for various locations, and identify implementation strategies and performance metrics.

The Mobility Hub Plan will identify the best location for the pilot – most likely at an existing MAX station.

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This Offer supports the following Strategic Objectives:

- TM 6.3 - Invest in equitable access to, and expansion of, all sustainable modes of travel with emphasis on growing transit ridership.
- TM 6.2 - Support an efficient, reliable transportation system for all modes of travel, enhance high-priority intersection operations, and reduce Vehicle Miles Traveled (VMT).

51.27 Americans With Disabilities Act (ADA) System Upgrades - Offer Type: Capital Project - Unfunded 2023 - \$3,570,000 2024 - \$0

Funding this offer will allow Transfort to complete ADA upgrades at bus stops and the Downtown Transit Center to increase Transfort's level of compliance with the ADA. This project will also fund construction at the Downtown Transit Center to improve compliance with updated ADA guidance at sidewalks, crosswalks and bus bays.

ADA-accessible bus stops are a critical transportation requirement for individuals with disabilities and a high priority for our community. As a result, \$100,000 of Community Capital Improvement Program (CCIP) funds are dedicated to ADA bus stop upgrades each in 2023 and 2024 for a total of \$200,000. The construction portion of bus stop upgrades averages \$14,000 per stop. Amenities added to bus stops such as shelters, benches, trash and recycle receptacles, and bike racks are in addition to the construction costs. CCIP funding will be dedicated to construction upgrades.

The Downtown Transit Center is a major hub for Fort Collins transit service, including several routes that access human service organizations. Aspects of the transit center, including sidewalks and crosswalks, require enhancement to improve the level of compliance with ADA requirements. This funding will ensure the transit center, and therefore critical transit service, remains accessible to the full population of Fort Collins.

This Offer supports the following Strategic Objectives:

- TM 6.1 - Improve safety for all modes and users of the transportation system to ultimately achieve a system with no fatalities or serious injuries.
- TM 6.3 - Invest in equitable access to, and expansion of, all sustainable modes of travel with emphasis on growing transit ridership.
- HPG 7.8 - Evaluate the City's assets and infrastructure to most effectively prioritize funding that best maintains and protects those investments, while improving the customer experience.

51.28 MAX Bus Rapid Transit Corridor Safety Improvements of Assets - Offer Type: Asset Management-Enhanced - Unfunded 2023 - \$1,500,000 2024 - \$0

Funding this offer will allow completion of several safety related projects along the MAX Bus Rapid Transit (BRT) guideway, related to guideway gates, emergency call boxes and fencing.

The MAX guideway has 16 gates where the guideway meets the roadway. The gates are kept in a lowered position when buses are not entering or exiting the guideway. This keeps cars off the guideway and from interfering with bus traffic along the route. The gates had a planned useful life of seven years and met that useful life in 2021. The gates have been failing over the last two years as parts have worn out and become difficult to replace. Several gates are not working. This has led to an increase in cars accidentally accessing the guideway. Replacing the gates at these entrance/exit points would significantly increase safety for passengers and operators on the MAX BRT, as well as people driving on Fort Collins streets.

Emergency call boxes were installed at all 21 MAX station platforms that provide a direct line to emergency response services, increasing safety for all. These call boxes also had a planned useful life of seven years, which was met as of 2021; while they are still functioning, they could be replaced to ensure they remain in good condition.

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This offer would also fund repair and/or replacement of fencing along the guideway. Large portions of the existing metal fencing are rusting and in disrepair. This project would have fencing removed and galvanized, then replaced in current locations, to cut down on costs of future maintenance. This project would replace split rail wood fencing along some portions of the guideway with a more robust fencing option such as concrete or steel. The wood fencing has been damaged in the past by snowplows and buses. A more robust barrier would increase passenger and pedestrian safety by keeping pedestrians off the guideway and would create a stronger barrier should a bus malfunction and veer off the guideway.

This Offer supports the following Strategic Objectives:

- TM 6.1 - Improve safety for all modes and users of the transportation system to ultimately achieve a system with no fatalities or serious injuries.
- HPG 7.8 - Evaluate the City's assets and infrastructure to most effectively prioritize funding that best maintains and protects those investments, while improving the customer experience.

51.30 5.0 FTE - Transit Safety and Support - *Offer Type: Enhancement - Unfunded*

2023 - \$404,457

2024 - \$525,570

Funding this offer will increase real and perceived safety throughout the transit system, provide vital support for front line employees, and directly benefit customers. As the community and transit system have grown, safety and supervisory teams also need to grow proportionally. Reports of crime against persons and property in the transit system have risen and, as a result, employees and customers have expressed safety concerns. The City of Fort Collins and Transfort have a responsibility to make efforts to protect bus operators and riders from harmful incidents and to provide adequate support in the event an incident occurs. The City and Transfort are responsible for maintaining and improving our brand.

Transit Service Officers (TSOs) are special commissioned law enforcement officers who are a vital safety component of transit systems. Their uniformed presence discourages behavioral issues and crime incidents before they happen and increases employee and customer confidence. Transfort TSOs respond to over 100 calls per month on buses and at bus stops and transit centers, ranging from medical emergencies to serious behavioral and/or potential criminal incidents that may lead to citations or arrest by Fort Collins Police Services. TSOs are supplemented by two unarmed, contracted security guards. This offer will provide 2.0 TSO FTEs, 1.0 TSO Supervisor FTE, and continue our security contract.

Transit Supervisors (TS) provide guidance and support to bus operators in the field during all hours of transit service. Transit supervisors provide elevated customer service, accident investigation and follow-up, hazard identification, and training for other vital tasks. Transfort currently does not have enough TSs to adequately support front line workers. This offer will provide 2.0 Transit Supervisor FTEs.

This Offer supports the following Strategic Objectives:

- SAFE 5.2 - Meet the expected level of policing services as the community grows and changes through innovative and non-traditional service delivery models.
- TM 6.1 - Improve safety for all modes and users of the transportation system to ultimately achieve a system with no fatalities or serious injuries.
- SAFE 5.7 - Reduce incidents of, and impacts from, disruptive and unwanted behaviors through working closely with the community's human service providers to offer creative approaches that balance compassion and consequences.

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51.31 2.0 FTE - Transit Workforce Future-Proofing - Offer Type: Enhancement - Funded

2023 - \$62,288

2024 - \$178,427

Funding this offer will help Transfort recruit, retain and support the bus operator workforce. To improve the quality of the bus operator work environment and future-proof this vital City service, three new positions and contracted services are proposed.

Recruiting and Training Specialist – this will be a dedicated resource to help achieve and maintain full staffing levels; create, coordinate, and provide ongoing training for bus operators.

Service Planner - this position evaluates service requests and facilitates improvements and changes made by bus operators and customers. This position will be tasked with transit service development which works to improve existing service and route performance.

There are currently 18 vacant bus operator positions that prevent Transfort from providing full service and frequency of service. The State of Colorado and across the nation, transit agencies are having difficulty hiring and retaining staff. Transfort currently does not have enough resources to meet recruiting and retention needs, and needs a focused, dedicated, and innovative approach to acquire and retain a fully staffed workforce.

This Offer supports the following Strategic Objectives:

- TM 6.3 - Invest in equitable access to, and expansion of, all sustainable modes of travel with emphasis on growing transit ridership.
- SAFE 5.7 - Reduce incidents of, and impacts from, disruptive and unwanted behaviors through working closely with the community's human service providers to offer creative approaches that balance compassion and consequences.
- HPG 7.4 - Foster a sense of purpose, belonging and well-being in how we innovatively attract, develop and retain diverse talent to serve our community.

51.32 North College Bus Rapid Transit (BRT) 100% Design - Offer Type: 1-Time Enhancement - Unfunded

2023 - \$2,900,000

2024 - \$0

Funding this offer will design and engineer improvements on North College Avenue for the implementation of a new bus rapid transit (BRT) route, similar to MAX. Bus rapid transit on North College will provide high frequency and high quality transit service for all Fort Collins residents, but will primarily serve residents of the North College corridor.

Presently, Transfort is working to complete the North College MAX Plan. This plan creates a preferred alternative for bus rapid transit service, re alignment of existing routes serving the area, bicycle and pedestrian improvements, and transit oriented development land use recommendations. The preliminary design contains a dedicated bus rapid transit lane (similar to MAX) on North College Avenue, 14 stations, a bus turnaround, and enhanced bicycle and pedestrian facilities that are safe, comfortable and welcoming.

The Transit Master Plan prioritizes the expansion of MAX to North College Avenue as implementation of the plan's principal strategy to provide high frequency and high quality transit service to specific corridors.

Providing a new BRT route on North College will promote equitable access to transit services and increase participation for diverse communities of color and underrepresented social identities, including City employees. A large percentage of the population residing in the study area (21 50%) live in poverty, and a large percentage of housing in this area is renter occupied (52%). Also, the current transit routes (8 & 81) serving the area have Transfort's fastest growing ridership.

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This Offer supports the following Strategic Objectives:

- TM 6.3 - Invest in equitable access to, and expansion of, all sustainable modes of travel with emphasis on growing transit ridership.
- ENV 4.2 - Improve indoor and outdoor air quality.

51.33 Transit Technology Asset Replacement & Enhancement - *Offer Type: Asset Management-Enhanced* - **2023 - \$250,000** **Unfunded** **2024 - \$250,000**

Funding this offer will allow completion or upgrade of several technology projects that support Transfort.

One of the most important projects that would be completed through this offer is to replace the Automated Passenger Counters (APC) sensors that are currently located in all Transfort buses. The current APCs are past their useful life and are beginning to fail, resulting in inaccurate passenger counts. These passenger counts ensure that Transfort accurately reports ridership to the Federal Transit Administration (FTA) through the National Transit Database (NTD). Annual NTD data is used to determine how federal funding apportionments are distributed across the country. Inaccurate reporting of data would have significant compliance and funding implications for the City.

This offer will fund other important projects such as:

- Replacing network switches, rectifiers, and batteries along the MAX guideway that are reaching their useful life. This equipment ensures the communication network, passenger information, displays and real-time prediction information remain accurate.
- Upgrading public WiFi on MAX and FLEX buses and adding WiFi to remaining buses in the fleet to accommodate 5G service. This will expand WiFi service to the full service area, increase existing WiFi speeds for passengers, reduce downtime, and lead to increased satisfaction of service delivery.
- Replacing modems in service vehicles and placing modems in all service/support fleet vehicles. This ensures employees in the field have access to City networks and provides automated vehicle location (AVL) for safety.
- Updating Transfort's network firewall, which is crucial in keeping Transfort's network secure.
- Replacing outdated conference room technology. This will keep employees working more efficiently, with the most up-to-date technology.
- Replacing end-of-life communication devices and handheld radios and providing ongoing maintenance and support.

This Offer supports the following Strategic Objectives:

- TM 6.3 - Invest in equitable access to, and expansion of, all sustainable modes of travel with emphasis on growing transit ridership.
- HPG 7.8 - Evaluate the City's assets and infrastructure to most effectively prioritize funding that best maintains and protects those investments, while improving the customer experience.

51.34 CCIP - ADA Bus Stop Improvements - *Offer Type: Capital Project* - **Funded** **2023 - \$100,000** **2024 - \$100,000**

Funding this offer will result in construction upgrades to bus stops to improve accessibility and levels of compliance with the Americans with Disabilities Act (ADA). Currently, 86% of bus stops within Transfort's bus system are ADA compliant. The City of Fort Collins has a goal of 100% bus stop ADA compliance by 2026.

ADA-accessible bus stops are a critical transportation requirement for individuals with disabilities and a high priority for the community. As a result, \$100,000 of Community Capital Improvement Program (CCIP) funds are dedicated to ADA bus stop upgrades in 2023. The construction portion of bus stop upgrades averages

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\$14,000 per stop. Amenities added to bus stops such as shelters, benches, trash and recycle receptacles, and bike racks are in addition to the construction costs. CCIP funding will be dedicated to construction upgrades.

This Offer supports the following Strategic Objectives:

- TM 6.1 - Improve safety for all modes and users of the transportation system to ultimately achieve a system with no fatalities or serious injuries.
- TM 6.3 - Invest in equitable access to, and expansion of, all sustainable modes of travel with emphasis on growing transit ridership.

51.35 Removing Barriers to Equitable & Inclusive Transit - *Offer Type: 1-Time Enhancement - Unfunded* 2023 - \$300,000 2024 - \$0

Transportation is a key factor in leading a life of opportunity, choice and dignity for individuals. When people from historically marginalized communities have equitable access to affordable public transit, they are better able to access essential services such as health clinics and hospitals, grocery stores, employment centers and recreation centers.

This offer will fund two projects intended to remove barriers that may prevent equitable and inclusive access by all to the public transit system:

Enhanced Equity & Inclusion Training for Transfort Staff: All members of our society have learned implicit and unconscious biases that can lead to treating individuals unfairly based on identity. Customer facing staff can have a disproportionate impact, both positive and negative, on persons accessing the transit service. This project will fund advanced training to help staff recognize these biases and eliminate barriers for all members of the Fort Collins community seeking public transit services.

Assess and Refresh Signage, Printed Materials, Websites and Public Engagement Processes: Much of Transfort's communication with customers is through bus stop and transit center signage and technology, printed maps and materials, and RideTransfort.com. It is imperative that each of these mediums is accessible by all who want to use the transit system. This project will review all these materials and make improvements where there are gaps for any specific identities. This will include review and updates to ADA accessibility, language access, and any adjustments to improve equity and inclusion in messaging and public outreach efforts.

Accessible and reliable transportation is paramount to ensuring that individuals can access basic services such as food, healthcare, employment, education and recreation and can lead a full life. These projects are intended to improve access to public transportation for all members of the Fort Collins community.

This Offer supports the following Strategic Objectives:

- TM 6.3 - Invest in equitable access to, and expansion of, all sustainable modes of travel with emphasis on growing transit ridership.
- NLSH 1.4 - Advance equity for all with an emphasis on racial justice to remove systemic barriers so that persons of all identities, including race, ethnicity, religion, gender and gender identity, age, class, sexual identity, mental and physical abilities and ability can fully participate in City services and experience equitable community outcomes.
- HPG 7.3 - Engage the community more effectively with enhanced inclusion of diverse identities, languages and needs.

52.1 Parking Services - *Offer Type: Ongoing - Funded* 2023 - \$2,432,148 2024 - \$2,491,968

Funding this offer will continue to provide the core functions and mission of Parking Services including managing public parking, creating on street parking space turnover, providing long term parking needs, contributing to safe and orderly traffic flow, and enhancing community livability through education, outreach and

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enforcement of parking regulations.

Parking Services' primary divisions consist of Parking Enforcement Officers, Customer Support, and Residential Parking Permit Program & Marketing, with support from community parking management solutions, Information Technology, Data Analysis, and Facility Maintenance and Operations.

Parking Services manages the daily operations of the partnered parking structures, surface lots, and payment applications and kiosks; parking enforcement and citation management; administration of Municipal Court parking citation notifications; and administering the sale and renewal of monthly and annual parking permits. Funding continues the management of operations and regular maintenance for the Civic Center and Old Town parking structures, as well as multiple surface lots, and maintains an existing level of service for the Residential Parking Permit Program (RP3). In addition, Parking Services provides community parking management solutions to address CSU stadium events.

Parking Services supports the economic vitality of Downtown Fort Collins by creating on street parking space turnover by educating, monitoring and enforcing parking time limits and providing parking structures as a longer term alternative. Parking Enforcement contributes to safe and orderly traffic flow in the community and supports neighborhood livability through the education and enforcement of parking regulations.

This Offer supports the following Strategic Objectives:

- TM 6.6 - Manage parking supply and demand based on time and location in a sustainable manner.

52.2 Firehouse Alley Parking Structure - *Offer Type: Ongoing - Funded*

2023 - \$227,366

2024 - \$228,299

Funding this offer will provide the necessary operations and maintenance funding to manage the Firehouse Alley Parking Structure. Additionally, this offer will help fund the requirement to maintain a reserve balance for major maintenance in the structure.

The City owns the structure in partnership with the Downtown Development Authority (DDA) and the Bohemian Foundation. The City's portion of this offer is primarily funded from ongoing Parking revenues.

Services provided by this offer include landscaping and snow removal, facility maintenance and repair, security service, parking technology, video surveillance systems, and creating reserves. This offer is necessary to properly manage and maintain this City asset that is critical to the long-term sustainability of Downtown and is consistent with the Parking Plan and Downtown Plan by facilitating infill and redevelopment.

This Offer supports the following Strategic Objectives:

- TM 6.6 - Manage parking supply and demand based on time and location in a sustainable manner.

52.6 Civic Center Parking Structure Preventative Maintenance Repairs - *Offer Type: Asset Management-Enhanced - Funded*

2023 - \$250,200

2024 - \$0

This offer will fund the contractual obligation to complete the required preventative maintenance of the City managed Civic Center Parking Structure (CCPS).

This request will result in completion of the 2023 and 2024 preventative maintenance repairs, identified by an outside engineering firm's report in 2019, which outlined

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repairs needed between April 2021 and April 2024. The first two years of critical and preventative maintenance requirements were funded in 2022 with American Rescue Plan Act (ARPA) funds.

Parking Services operates three parking structures in Downtown Fort Collins. Due to the age and maintenance needs, this offer is specific to the five levels of the Civic Center Parking Structure (CCPS).

The average life of a prefabricated parking structure, if regularly maintained, is 30 50 years. The Civic Center Parking Structure (CCPS) is 23 years old and was constructed in 1999. To prolong its usable life, CCPS requires regular structural repairs and preventative maintenance to keep it in a state of good repair and safe for the community and Downtown visitors to use. This offer represents major maintenance items that need to be completed by April 2024 and could lead to significant additional needed repairs, if not completed as identified in the regularly performed condition assessments of City assets.

Immediate preventative repairs include:

- Remove surface corrosion and recoat metal guardrails, handrails and steel framing
- Remove surface corrosion and recoat stair framing
- Establish continuous vertical control joint sealants
- Install penetrating silane sealer
- Replace expansion joints in slabs
- Replace vertical joint sealants and repair cracks
- Recoat corroded steel embed and barrier cable connections

This Offer supports the following Strategic Objectives:

- TM 6.5 - Maintain existing and aging transportation infrastructure to keep the system in a state of good repair and continually address missing elements to meet community needs and expectations.
- TM 6.6 - Manage parking supply and demand based on time and location in a sustainable manner.

52.7 Old Town Parking Structure Preventative Repairs and Elevator Preventative Maintenance - *Offer Type:* 2023 - \$150,000 *Asset Management-Enhanced* - Funded 2024 - \$150,000

This offer will fund the contractual obligation with the Downtown Development Authority (DDA) to complete the required preventative maintenance of the City managed Old Town Parking Structure (OTPS).

This request will result in completion of the 2023 and 2024 preventative maintenance repairs, identified by an outside engineering firm's report in 2019, which outlined repairs needed between April 2021 and April 2024. The first two years of critical and preventative maintenance requirements were funded in 2022 with American Rescue Plan Act (ARPA) funds.

Additionally, there is a need to perform preventative maintenance on the sole elevator, which serves as the only available ADA access to the multi-floor parking structure. The assessment performed showed the car and controls were in decent condition for the age, however, the car is original to the structure and requires care to ensure proper and adequate use and availability.

The average life of a prefabricated parking structure, if regularly maintained, is 30 50 years. The Old Town Parking Structure (OTPS) is 38 years old and was constructed in 1984. To prolong its usable life, OTPS requires regular structural repairs and preventative maintenance to keep it in a state of good repair and safe for the community.

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and Downtown visitors. This offer represents major maintenance items that need to be completed by April 2024 and could lead to significant additional repairs, if not completed as identified in the regularly performed condition assessments of City assets.

Immediate preventative repairs include:

- Install traffic coating topcoat
- Install silane sealer
- Clean and coat exterior exposed steel beams
- Clean and coat light poles
- Clean and coat storefront framing
- Elevator maintenance

This Offer supports the following Strategic Objectives:

- TM 6.5 - Maintain existing and aging transportation infrastructure to keep the system in a state of good repair and continually address missing elements to meet community needs and expectations.
- TM 6.6 - Manage parking supply and demand based on time and location in a sustainable manner.

52.8 Mobile License Plate Recognition System - Offer Type: 1-Time Enhancement - Unfunded

2023 - \$90,000

2024 - \$0

Funding this offer will replace three of the vehicle-mounted mobile License Plate Recognition (LPR) equipment and will provide the Parking Enforcement Officers the necessary updated equipment to patrol the Downtown area, City-managed surface lots and parking structures, permitted areas, and the Residential Parking Permit zones at and around the CSU campus and surrounding areas.

Parking Services currently has five vehicles that are used as the sole monitoring method for all areas of responsibility. Three of these LPR systems are no longer supported as of December 31, 2021, and need to be replaced to ensure ongoing ability to perform the core function and mission of Parking Services, which includes managing public parking, creating parking space turnover, providing long term parking need, contributing to safe and orderly traffic flow, and enhancing community livability through education, outreach and enforcement of parking regulations.

In 2019, Parking Services updated two LPR systems with the newest system, and five of the in car laptops, which continue to be supported. The three older systems are no longer supported and would be replaced with the same, but newer, version and receive the same level and duration of support.

This Offer supports the following Strategic Objectives:

- TM 6.6 - Manage parking supply and demand based on time and location in a sustainable manner.

52.9 Parking Enforcement Vehicle and Mobile License Plate Recognition System - Offer Type: 1-Time Enhancement - Unfunded

2023 - \$75,000

2024 - \$0

Funding this offer will provide the necessary tools and equipment for Parking Enforcement Officers (PEO) to patrol the Downtown area, City-managed surface lots and parking structures, permitted areas, and the Residential Parking Permit zones at and around the CSU campus and surrounding areas.

Parking Services has operated with reduced staffing levels and has adjusted operations to support overall community needs, including efficiency, route and coverage

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efforts. Parking Services currently operates with mobile License Plate Recognition (LPR) equipment attached to Electric Vehicles (EV) to perform the duties and responsibilities of the operation. When fully staffed there are seven PEOs, with the core Downtown route having two officers dedicated to the route to increase efficiency in addressing vehicles observed to be in violation of Traffic Code. These efforts are isolated to College Avenue due to the high volume of traffic on the state highway that goes through the Downtown area.

The remaining coverage areas are managed by a single officer per vehicle, which allows a greater coverage area and an increased level of proficiency. Expanding the fleet to six EV/LPR systems will allow all areas of responsibility to be covered proactively, while still allowing the core route to have efficient coverage.

Parking Services EV and LPR systems are the sole monitoring method for all areas of responsibility. Adding one additional electric vehicle and supporting equipment will ensure ongoing ability to manage public parking, create parking space turnover, provide long term parking need, contribute to safe and orderly traffic flow, and enhance community livability through education, outreach and enforcement of parking regulations.

Having these resources will potentially allow extended hours of management and enforcement, including early evenings and weekends.

This Offer supports the following Strategic Objectives:

- TM 6.6 - Manage parking supply and demand based on time and location in a sustainable manner.

52.13 Downtown Sign Replacement & Upgrades - Offer Type: 1-Time Enhancement - Unfunded

2023 - \$0

2024 - \$75,000

Funding this offer will replace and update aging signage in the Downtown area. Updated signage will provide the public clarification of parking rules and allow Parking Services staff to potentially extend hours of operation to meet community and Downtown business needs.

Current signs limit the hours of enforcement from 8 a.m. to 6 p.m. and do not allow time restricted parking spaces to be managed outside of these established hours. Updating Downtown signage will provide clarification of restricted parking stalls and time restricted parking stalls by day of week and time of day. This will allow Parking Services to assist with Downtown parking space turnover by monitoring and enforcing parking time limits beyond what is currently allowed.

Due to natural weathering, Downtown signs need to be replaced. These updates will allow proper and longer term parking signs to fit the use and intent of the business per block face.

Parking Services would like to add an additional placard with Parking Services information: phone number (during hours of operation), Parking Services website, and a QR code to access immediate notification of the rules of parking, translation services, and pertinent changes/updates, which would allow for pre notification to all users of the parking system to educate before potentially receiving a monetary penalty.

This Offer supports the following Strategic Objectives:

- TM 6.6 - Manage parking supply and demand based on time and location in a sustainable manner.

52.14 Parking Enforcement Vehicle Replacement - Offer Type: 1-Time Enhancement - Unfunded

2023 - \$90,000

2024 - \$0

Funding this offer will replace two EV vehicles and continue to provide Parking Enforcement Officers the necessary updated equipment to patrol the Downtown area,

TRANSPORTATION AND MOBILITY

City-managed surface lots and parking structures, permitted areas, and the Residential Parking Permit zones at and around the CSU campus, using mobile License Plate Recognition (LPR) equipment attached to an Electric Vehicle (EV).

The usable range has diminished significantly on two older EV vehicles, and therefore, do not support the operation due to usable miles per charge. Replacement vehicles will allow field operations to remain robust, rather than requiring unnecessary trips back to the Downtown area to charge a vehicle, causing Parking staff to be idle. Officers frequently do not make use of the heater and/or AC in order to attain additional range.

All five EV Parking Enforcement Officer vehicles require a nightly charge for next-day operations. The newer of the two aging EVs may use the phase 3 – quick charger, which does provide a relatively full charge in ~30 minutes, versus the older EV which cannot use the phase 3 – quick charger and needs to be charged for ~1 to 1-½ hours to resume field operations. Both older vehicles require a mid day charge to complete their daily operations.

The two oldest Nissan Leaf vehicles no longer support departmental needs. Replacing these vehicles is necessary to ensure the ongoing ability to manage public parking, create on-street parking space turnover, provide long term parking needs, contribute to safe and orderly traffic flow, and enhance community livability through education, outreach and enforcement of parking regulations.

The old EV Nissan Leafs that would be replaced may be repurposed by another City department and used as a pool vehicle that benefits from the limited range.

This Offer supports the following Strategic Objectives:

- TM 6.6 - Manage parking supply and demand based on time and location in a sustainable manner.

58.1 Streetscape Maintenance - Offer Type: Ongoing - Funded

2023 - \$1,077,866

2024 - \$1,110,177

Funding this offer supports the maintenance of 87 acres of streetscape (medians and parkways) in the City. Streetscapes help provide safe, functional and visually appealing streets for the community. A majority of streetscapes are located in arterial roadways. The Parks Department assumes responsibility for new streetscape maintenance from the Engineering Department after project completion.

Basic maintenance for turf, low-density planting areas and hardscapes is provided by private contractors. Contractual duties include maintaining irrigation systems, mowing, trimming, weeding and cleaning. Outsourcing this maintenance operation has kept maintenance costs low for these areas that require routine basic maintenance. The Forestry Division provides tree care for all streetscapes with funding located in Offer 59.1.

In 2013, new Fort Collins Streetscape Standards were implemented. These new standards require more intensive maintenance with an emphasis on horticulture and plant survival. Local contractors do not have the capacity and/or expertise to handle the higher level of maintenance required for these areas. Poor maintenance is the primary cause of plant failure. Subsequently, the Parks Department horticulture staff has assumed responsibility for more than 10 acres of new and renovated medians with high-density plantings. This approach has been a success in keeping plant life alive and thriving under difficult conditions. The horticulture crew will continue to maintain all new streetscapes developed under the new standards with high-density planting to ensure the success of these locations. This program contributes to safe traffic flow on City streets, as well as a visually appealing community. These sites create inviting entryways into the community and attractive landscaping that enhances the value of the community.

TRANSPORTATION AND MOBILITY

This Offer supports the following Strategic Objectives:

- TM 6.5 - Maintain existing and aging transportation infrastructure to keep the system in a state of good repair and continually address missing elements to meet community needs and expectations.
- HPG 7.8 - Evaluate the City's assets and infrastructure to most effectively prioritize funding that best maintains and protects those investments, while improving the customer experience.
- TM 6.1 - Improve safety for all modes and users of the transportation system to ultimately achieve a system with no fatalities or serious injuries.

58.2 1.0 FTE New Streetscapes Maintenance - Offer Type: Enhancement - Funded

2023 - \$66,067

2024 - \$83,563

Funding this offer provides partial staffing and funding for new streetscape maintenance responsibilities in 2023 and 2024. Capacity for additional properties is unavailable without maintenance resources and new support personnel.

The Parks Department is tasked with maintaining the City's streetscape system. Additional maintenance responsibilities include 54,988 square feet of property in Parks maintenance and over 21,049 square feet of contracted maintenance in streetscapes. Expansion of the City's Capital Improvement Projects necessitates hiring three classified positions to maintain these projects that are either completed or already in construction. Due to funding restrictions only one position is included in this offer.

In 2023, this offer will fund 1.0 Park Technician FTE to manage additional properties.

-2024 Suniga and Timberline; Trilby and College

-2025 11.3 acres at Vine/Lemay overpass. The Parks Department assumes responsibility for maintaining these sites immediately after Engineering has completed construction and is heavily involved in design review and construction inspections prior to turnover.

Full-time Technician and Worker I positions, as opposed to hourly positions, are necessary because Streetscape maintenance requires more technical expertise in irrigation system water management and conservation, GIS mapping, specialized horticultural knowledge of landscapes, and plant inventory and mortality analysis. Positions also support Parks' snow removal duties in the winter. It is a year-round program and needs appropriate staffing to meet those obligations. The Worker I positions will be supported in their role by Park Technicians.

This Offer supports the following Strategic Objectives:

- TM 6.5 - Maintain existing and aging transportation infrastructure to keep the system in a state of good repair and continually address missing elements to meet community needs and expectations.
- HPG 7.8 - Evaluate the City's assets and infrastructure to most effectively prioritize funding that best maintains and protects those investments, while improving the customer experience.

58.3 Streetscape Infrastructure Replacement - Offer Type: Asset Management-Enhanced - Unfunded

2023 - \$400,000

2024 - \$400,000

Funding this offer will provide \$400,000 per year for Streetscape infrastructure replacement that involves irrigation, landscape and decorative hardscape treatments.

The City of Fort Collins maintains approximately 85 acres of land in the public right of way. Approximately 50 acres of streetscapes are irrigated and need major renovations. These streetscapes support more than 3,000 trees within the urban forest and are located on major arterials, which helps enhance community character. There are more than 120 irrigation taps spread over three different water utility districts (Fort Collins Utilities, ELCO, Fort Collins/Loveland Water District). Streetscapes

TRANSPORTATION AND MOBILITY

renovated through this offer will be converted to meet the 2013 Streetscape Standards, and to promote water conservation techniques and the use of Colorado specific plant material.

Focus areas include Downtown streetscapes, safety improvements for visibility along Foxtail St that were requested but not funded, and improvements along West Drake. Water conservation focused sites include areas with a poor history of water usage (consistent pattern of using more than the water budget or extreme due to irreparable irrigation system damage that affects plant mortality) and sites with installation dates more than 30 years old. Examples of areas include sections along Drake Road, Shields Street, Taft Hill Road, Mountain Avenue, Willox Lane, Timberline Road near Harmony, and West Harmony Road. Additionally, installing centrally-controlled irrigation controllers in strategic areas will improve water conservation.

This Offer supports the following Strategic Objectives:

- TM 6.5 - Maintain existing and aging transportation infrastructure to keep the system in a state of good repair and continually address missing elements to meet community needs and expectations.



High Performing Government

Fort Collins exemplifies an efficient, innovative, transparent, effective and collaborative city government.



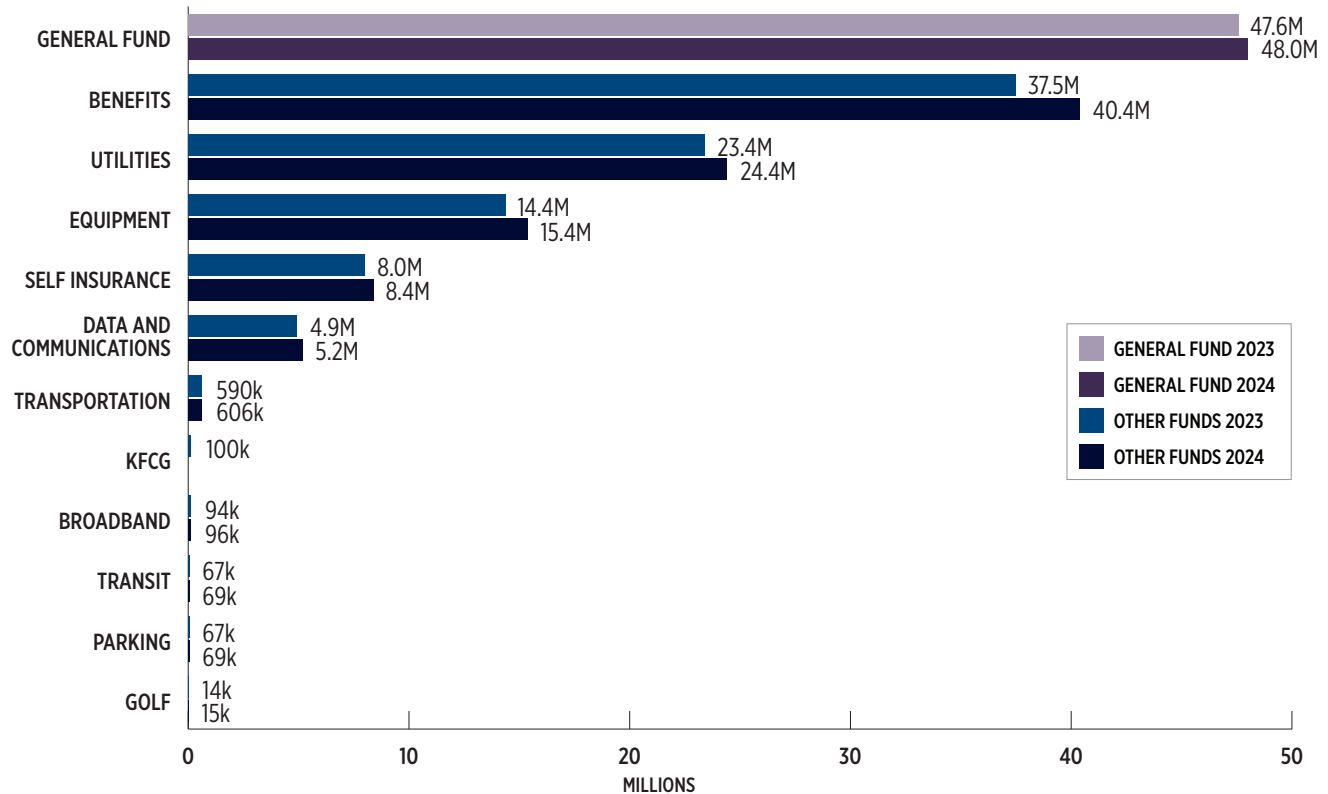


High Performing Government

2023 General Fund & Other Funds – \$136.7 M

2024 General Fund & Other Funds – \$142.6 M

- Administrative, Legal & Municipal Services
- City Council
- Internal Services
- Utility Customer Service



OVERVIEW

The majority of offers in the High Performing Government Outcome are for internal services that provide essential support systems for City operations, including City Council, City Attorney, City Manager, City Clerk, Communications & 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 Outcome, as well as administration for areas that cover multiple outcomes, such as Sustainability Services and Planning, Development & Transportation. The strategic objectives for High Performing Government, as outlined in the 2022 Strategic Plan, are as follows:

- 7.1 Provide world-class municipal services, while recognizing the importance of multi-sector relationships and partnerships at all levels.
- 7.2 Maintain the public trust through a high performing Council, organizational transparency, legal and ethical behavior, and regulatory compliance.
- 7.3 Engage the community more effectively with enhanced inclusion of diverse identities, languages and needs.
- 7.4 Foster a sense of purpose, belonging and well-being in how we innovatively attract, develop and retain diverse talent to serve our community.
- 7.5 Foster a culture of physical and psychological safety, resilience, wellness and sustainability across the City organization.
- 7.6 Optimize technology, data analysis and process improvements to innovate, guide decisions and enhance service delivery.

- 7.7 Address current and long-term projected gap between available revenue and resources, and what is required to meet service levels set by adopted plans.
- 7.8 Evaluate the City's assets and infrastructure to most effectively prioritize funding that best maintains and protects those investments, while improving the customer experience.
- 7.9 Proactively influence policy and legislative development at all levels.

KEY PURCHASES

- City Council core services, City Manager's Office, City Clerk's Office, and City Attorney's Office
- Residential and business connections: Communications & Public Involvement Office, FCTV services, E-Government, and Utility Customer Service and Administration
- Internal support functions: Information Technology, Telecommunications, Finance, Purchasing, Human Resources, Safety, Risk Management and Operations Services (Fleet, Facilities and Real Estate)
- Operations Services for building, vehicle and equipment maintenance and repairs
- Volunteer coordination
- Benefits & wellness programs

Enhancements and Positions Added*

Offer #	Offer Title	Primary Strat. Obj.	2023	2024
3.4	Utilities: CS&A - Utilities Locates 2.0 FTE Contractual Locators	7.8	139,739	141,031
3.5	Utilities: CS&A - Supplemental Contract Locating Firm	7.8	100,000	100,000
3.18	Utilities: CS&A - 1.0 FTE Financial Analyst II	7.1	97,794	97,015
3.22	Utilities: CS&A - Customer Experience Consulting	7.1	80,000	88,000
3.23	Utilities: CS&A - Wood Street Facilities Asset Renewal Program	7.8	1,100,000	1,100,000
3.24	Utilities: CS&A Enhancing Utilities Communications	7.1	56,000	94,000
3.26	1.0 FTE Lead Safety Specialist for Light & Power	7.5	89,562	108,592
10.9	ARPA 1.0 FTE Contractual - Senior Buyer	7.2	73,655	98,769
10.10	ARPA 3.0 FTE Contractual Recovery Positions	7.1	0	0
10.11	ARPA Local Match for State Funds	7.7	2,500,000	0
12.2	Increase in Provider Availability for Occupational Health	7.5	45,600	45,600
12.3	Post-Offer Employment Testing & Physical Demand Assessment	7.5	20,000	20,000
15.9	Fleet Vehicle and Equipment New Replacements	7.1	1,333,727	3,885,122
15.14	Aging Facility Maintenance	7.8	325,000	660,000
15.19	Facility Restroom and Common Area High Use Cleaning	7.8	315,000	315,000
15.29	Building HVAC Electrification and Efficiency Replacements	7.8	1,645,000	2,080,000
16.6	1.0 FTE - Analyst I Records and Document Management	7.6	75,354	103,197
16.9	Geographic Information System (GIS) Cloud Modernization	7.6	194,100	135,000
16.10	Enterprise Resource Planning (ERP) System Replacement	7.6	300,000	0
17.7	Data Management Storage & Network Lifecycle Replacement	7.8	0	500,000
17.10	ARPA - Future of Work	7.6	450,000	450,000
20.6	REDEPLOY: CPIO Hourly Conversion & Transfort Marketing Expenses to 1.0 FTE Senior Technician, Graphic Design	7.3	34,773	49,238
20.8	Expanded Community Outreach and Engagement	7.3	30,000	30,000

22.6	Leadership Development Programs	7.4	100,000	100,000
22.11	ARPA - HR Core 3.0 FTE Contractual: Talent Acquisition Recruiter, Talent Acquisition Coordinator, HR Data Management Coordinator, and Recruitment Advertising Funds	7.1	250,614	320,475
22.16	\$15 Minimum Wage for Hourly Positions	7.4	554,397	571,030
28.7	State Legislative Advocacy	7.9	40,000	40,000
28.10	Diversity, Equity & Inclusion (DEI) Office Professional Services - Enhanced	7.3	25,000	25,000
35.11	1.0 FTE - Analyst Providing Elections Transparency and Technology Support	7.2	75,995	90,268
TOTAL:			\$10,051,310	\$11,247,337

** Some Offers listed as 'Enhancements' may have been funded in prior budget cycles but, were not included in Ongoing Offers.*

Drilling Platform - Ranked Offers by Outcome

Budget Years: 2023 - 2024

HIGH PERFORMING GOVERNMENT - 2023

Rank	Offer # & Name	Offer Cost Total	Offer Funding			
			GENERAL FUND Dedicated	Ongoing	OTHER FUNDS	RESERVES
Not Ranked	3.1 - Utilities: CS&A - Locating Operations Offer Type: Ongoing	1,138,602	0	0	1,138,602 <i>Utility CS&A</i>	0
Not Ranked	3.2 - Utilities: CS&A - Grounds Maintenance Offer Type: Ongoing	382,642	0	0	382,642 <i>Utility CS&A</i>	0
Not Ranked	3.6 - Utilities: CS&A - Minor Capital Offer Type: Asset Management-Ongoing	175,000	0	0	175,000 <i>Utility CS&A</i>	0
Not Ranked	3.7 - Utilities: CS&A - Utilities IT Offer Type: Ongoing	6,377,727	0	0	6,377,727 <i>Utility CS&A</i>	0
Not Ranked	3.10 - Utilities: CS&A - IT minor Capital Offer Type: Asset Management-Ongoing	400,000	0	0	0 <i>Utility CS&A</i>	400,000
Not Ranked	3.12 - Utilities: CS&A - Community Engagement Programs and Services; Workforce Culture Offer Type: Ongoing	1,590,517	0	0	1,590,517 <i>Utility CS&A</i>	0
Not Ranked	3.13 - Utilities: CS&A - Utilities Water Director's Office Offer Type: Ongoing	941,703	0	0	941,703 <i>Water Wastewater Stormwater</i>	0
Not Ranked	3.14 - Utilities: CS&A - Finance and Asset Management Offer Type: Ongoing	3,935,027	0	76,843	3,858,184 <i>Utility CS&A</i>	0
Not Ranked	3.15 - Utilities: CS&A - Support Services and Wellness Offer Type: Ongoing	1,245,713	0	0	1,245,713 <i>Utility CS&A</i>	0
Not Ranked	3.16 - Utilities: CS&A - Utilities Executive Director's Office Offer Type: Ongoing	1,710,792	0	0	1,710,792 <i>Utility CS&A</i>	0
Not Ranked	3.17 - Utilities: CS&A - Customer Care & Technology Offer Type: Ongoing	2,143,979	0	0	2,143,979 <i>Utility CS&A</i>	0

Drilling Platform - Ranked Offers by Outcome

Budget Years: 2023 - 2024

HIGH PERFORMING GOVERNMENT - 2023

Rank	Offer # & Name	Offer Cost	Offer Funding			
		Total	GENERAL FUND Dedicated	Ongoing	OTHER FUNDS	RESERVES
Not Ranked	3.19 - Utilities: CS&A - Communications and Marketing & Deputy Director Offer Type: Ongoing	875,379	0	0	875,379 <i>Utility CS&A</i>	0
Not Ranked	3.20 - Utilities: CS&A - Customer Operations Support Offer Type: Ongoing	379,567	0	0	379,567 <i>Utility CS&A</i>	0
Not Ranked	10.1 - Purchasing and Procurement Services Offer Type: Ongoing	657,430	0	657,430	0	0
Not Ranked	10.2 - Accounting and Financial Transaction Services Offer Type: Ongoing	2,012,800	0	2,012,800	0	0
Not Ranked	10.3 - Sales Tax Services Offer Type: Ongoing	930,415	0	930,415	0	0
Not Ranked	10.4 - Strategic Financial and Budgeting Services Offer Type: Ongoing	1,179,312	0	1,179,312	0	0
Not Ranked	10.5 - Program Evaluation and FC Lean Offer Type: Ongoing	338,575	0	338,575	0	0
Not Ranked	10.6 - City Give Programs and Services Offer Type: Ongoing	160,590	0	160,590	0	0
Not Ranked	10.12 - Ongoing management of compensation adjustments for City talent Offer Type: Ongoing	1,000,000	0	1,000,000	0	0
Not Ranked	12.1 - Safety & Risk Management Programs and Services Offer Type: Ongoing	7,895,826	0	0	7,895,826 <i>Self Insurance</i>	0
Not Ranked	15.1 - Fleet Fuel Offer Type: Ongoing	3,147,952	0	0	3,147,952 <i>Equipment</i>	0

Drilling Platform - Ranked Offers by Outcome

Budget Years: 2023 - 2024

HIGH PERFORMING GOVERNMENT - 2023

Rank	Offer # & Name	Offer Cost Total	Offer Funding			
			GENERAL FUND Dedicated	Ongoing	OTHER FUNDS	RESERVES
Not Ranked	15.2 - Fleet Maintenance Offer Type: Asset Management-Ongoing	7,154,166	0	0	7,154,166 <i>Equipment</i>	0
Not Ranked	15.3 - Facility Maintenance Offer Type: Asset Management-Ongoing	5,603,305	1,436,890	4,166,415 <i>Facilities Work for Others</i>	0	0
Not Ranked	15.4 - Facility Major Maintenance Offer Type: Asset Management-Ongoing	550,000	0	550,000	0	0
Not Ranked	15.5 - Operation Services Administration Offer Type: Ongoing	1,131,317	0	426,765	704,552 <i>Equipment</i>	0
Not Ranked	15.6 - Facilities Project Management, Real Estate Services, and Internal Mail Offer Type: Ongoing	1,829,321	1,484,226 <i>Facilities House, Bldg & Office Rental Facilities Work for Others</i>	345,095	0	0
Not Ranked	15.7 - Required Building Modifications Offer Type: Asset Management-Ongoing	600,000	0	600,000	0	0
Not Ranked	15.8 - Facility Custodial and Utilities Offer Type: Ongoing	4,499,832	698,421	3,801,411 <i>Facilities Work for Others</i>	0	0
Not Ranked	15.10 - Fleet Vehicle and Equipment Existing Payments Offer Type: Asset Management-Ongoing	2,742,530	0	0	2,742,530 <i>Equipment</i>	0
Not Ranked	16.1 - IT Applications - Enterprise Application Services Offer Type: Ongoing	1,392,943	0	875,299	517,644 <i>Data & Communications</i>	0
Not Ranked	16.2 - IT Applications - E-Government Services Offer Type: Ongoing	441,593	0	325,820	115,773 <i>Data & Communications</i>	0
Not Ranked	16.3 - IT Applications - Geographic Information Services Offer Type: Ongoing	665,048	0	368,236	296,812 <i>Data & Communications</i>	0

Drilling Platform - Ranked Offers by Outcome

Budget Years: 2023 - 2024

HIGH PERFORMING GOVERNMENT - 2023

Rank	Offer # & Name	Offer Cost Total	Offer Funding			
			GENERAL FUND Dedicated	Ongoing	OTHER FUNDS	RESERVES
Not Ranked	16.4 - IT Applications - Document Management Services Offer Type: Ongoing	406,811	0	303,346	103,465	0
				<i>Data & Communications</i>		
Not Ranked	16.5 - IT Applications - Development Tracking Services Offer Type: Ongoing	563,504	0	0	563,504	0
				<i>Data & Communications</i>		
Not Ranked	17.1 - IT Infrastructure - Network Services Offer Type: Ongoing	1,265,300	0	399,575	865,725	0
				<i>Data & Communications</i>		
Not Ranked	17.2 - IT Infrastructure - Email & Voice Services Offer Type: Ongoing	457,378	0	80,657	376,721	0
				<i>Data & Communications</i>		<i>Data & Communications</i>
Not Ranked	17.3 - IT Infrastructure - Systems Engineering Offer Type: Ongoing	1,158,133	0	799,176	358,957	0
				<i>Data & Communications</i>		
Not Ranked	17.4 - IT Infrastructure - Client Services Offer Type: Ongoing	2,290,990	0	1,582,916	708,074	0
				<i>Data & Communications</i>		
Not Ranked	17.5 - IT Infrastructure - Asset Equipment Lifecycle Replacement Offer Type: Asset Management-Ongoing	1,334,325	0	773,501	560,824	0
				<i>Data & Communications</i>		
Not Ranked	18.1 - IT Administration Services Offer Type: Ongoing	1,150,238	0	821,730	328,508	0
				<i>Data & Communications</i>		
Not Ranked	18.2 - IT Applications - Digital Strategic Portfolio Office Offer Type: Ongoing	213,835	0	157,517	56,318	0
				<i>Data & Communications</i>		
Not Ranked	20.1 - Creative Services Offer Type: Ongoing	878,844	58,000	820,844	0	0
			<i>Communications Fees</i>			
Not Ranked	20.2 - Communications & Public Involvement Central Communications Offer Type: Ongoing	1,069,709	185,278	849,431	0	35,000
			<i>Prior KFCG 0.25% for Other Comm & Trans - Ongoing Revenue</i>			<i>Broadband</i>

Drilling Platform - Ranked Offers by Outcome

Budget Years: 2023 - 2024

HIGH PERFORMING GOVERNMENT - 2023

Rank	Offer # & Name	Offer Cost Total	Offer Funding			
			GENERAL FUND Dedicated	Ongoing	OTHER FUNDS	RESERVES
Not Ranked	20.4 - Public, Educational and Governmental Programming (PEG) Offer Type: Ongoing	170,000	170,000	0	0	0
			Cable PEG Fees			
Not Ranked	22.1 - Human Resources Core Services Offer Type: Ongoing	2,418,293	0	2,418,293	0	0
Not Ranked	22.2 - Talent Development Offer Type: Ongoing	383,562	0	383,562	0	0
Not Ranked	22.3 - Volunteer Services Program Offer Type: Ongoing	209,567	209,567	0	0	0
			Prior KFCG 0.25% for Other Comm & Trans - Ongoing Revenue			
Not Ranked	22.4 - Wellness Offer Type: Ongoing	411,688	0	0	411,688	0
					Benefits	
Not Ranked	22.5 - City Benefits and Retirement Administration Offer Type: Ongoing	37,109,940	0	0	35,308,992	1,800,948
					Benefits	Benefits
Not Ranked	28.1 - City Council Offer Type: Ongoing	209,873	16,530	193,343	0	0
			Prior KFCG 0.25% for Other Comm & Trans - Ongoing Revenue			
Not Ranked	28.2 - City Manager's Office - Executive Staff, Administrative & Financial Support Offer Type: Ongoing	1,963,418	0	1,780,223	183,195	0
					Light & Power Water	
Not Ranked	28.3 - City Manager's Office - Policy, Legislative, Compliance & Performance Excellence Division Offer Type: Ongoing	443,088	0	443,088	0	0
Not Ranked	28.4 - Diversity, Equity & Inclusion (DEI) Office - Professional Services Offer Type: Ongoing	25,879	0	25,879	0	0

Drilling Platform - Ranked Offers by Outcome

Budget Years: 2023 - 2024

HIGH PERFORMING GOVERNMENT - 2023

Rank	Offer # & Name	Offer Cost	Offer Funding			
		Total	GENERAL FUND Dedicated	GENERAL FUND Ongoing	OTHER FUNDS	RESERVES
Not Ranked	28.5 - Diversity, Equity & Inclusion (DEI) Office Offer Type: Ongoing	464,390	0	464,390	0	0
Not Ranked	29.1 - Sustainability Services Administration Offer Type: Ongoing	727,531	79,687	647,844	0	0
			<i>Prior KFCG 0.25% for Other Comm & Trans - Ongoing Revenue</i>			
Not Ranked	35.1 - City Clerk Administration Offer Type: Ongoing	631,214	0	631,214	0	0
Not Ranked	35.2 - Elections Offer Type: Ongoing	425,406	0	425,406	0	0
Not Ranked	35.3 - Boards and Commissions Offer Type: Ongoing	134,991	0	134,991	0	0
Not Ranked	35.4 - Licensing Services - Liquor and Cannabis Offer Type: Ongoing	199,879	0	199,879	0	0
Not Ranked	35.5 - Privacy and Records Offer Type: Ongoing	146,494	0	146,494	0	0
Not Ranked	73.1 - General Legal Services Offer Type: Ongoing	3,098,158	0	2,702,437	395,721	0
					<i>Light & Power Water Wastewater Stormwater Broadband Utility CS&A</i>	
Not Ranked	78.1 - Planning, Development & Transportation Administration Offer Type: Ongoing	1,478,614	0	768,660	709,954	0
					<i>Transit Services Transportation Parking</i>	

Drilling Platform - Ranked Offers by Outcome

Budget Years: 2023 - 2024

HIGH PERFORMING GOVERNMENT - 2023

Rank	Offer # & Name	Offer Cost Total	Offer Funding			
			GENERAL FUND Dedicated	Ongoing	OTHER FUNDS	RESERVES
65	10.11 - ARPA Local Match for State Funds Offer Type: 1-Time Enhancement	2,500,000	0	0	0	2,500,000 <i>General Fund</i>
66	28.10 - Diversity, Equity & Inclusion (DEI) Office Professional Services - Enhanced Offer Type: Enhancement	25,000	0	0	0	25,000 <i>Keep Fort Collins Great</i>
67	10.9 - ARPA 1.0 FTE Contractual - Senior Buyer Offer Type: 1-Time Enhancement	73,655	0	0	0	73,655 <i>General Fund</i>
68	22.11 - ARPA - HR Core 3.0 FTE Contractual: Talent Acquisition Recruiter, Talent Acquisition Coordinator, HR Data Management Coordinator, and Recruitment Advertising Funds Offer Type: 1-Time Enhancement	250,614	0	0	0	250,614 <i>General Fund</i>
69	10.10 - ARPA 3.0 FTE Contractual Recovery Positions Offer Type: 1-Time Enhancement	0	0	0	0	0 <i>City of Fort Collins</i>
70	35.11 - 1.0 FTE - Analyst Providing Elections Transparency and Technology Support Offer Type: Enhancement	75,995	0	995	0	75,000 <i>Keep Fort Collins Great</i>
71	20.6 - REDEPLOY: CPIO Hourly Conversion & Transfort Marketing Expenses to 1.0 FTE Senior Technician, Graphic Design Offer Type: Redeploy	34,773	0	34,773	0	0
72	15.9 - Fleet Vehicle and Equipment New Replacements Offer Type: Asset Management-Enhanced	1,333,727	0	0	625,324 <i>Transportation Equipment</i>	708,403 <i>General Fund</i>
73	12.3 - Post-Offer Employment Testing & Physical Demand Assessment Offer Type: Enhancement	20,000	0	0	20,000 <i>Self Insurance</i>	0
74	15.14 - Aging Facility Maintenance Offer Type: Asset Management-Enhanced	325,000	0	0	0	325,000 <i>General Fund</i>

Drilling Platform - Ranked Offers by Outcome

Budget Years: 2023 - 2024

HIGH PERFORMING GOVERNMENT - 2023

Rank	Offer # & Name	Offer Cost Total	Offer Funding			
			GENERAL FUND Dedicated	Ongoing	OTHER FUNDS	RESERVES
75	16.6 - 1.0 FTE - Analyst I Records and Document Management Offer Type: Enhancement	75,354	0	51,677	23,677	0
					<i>Data & Communications</i>	
77	17.10 - ARPA - Future of Work Offer Type: 1-Time Enhancement	450,000	0	0	0	450,000
						<i>General Fund</i>
78	16.10 - Enterprise Resource Planning (ERP) System Replacement Offer Type: Enhancement	300,000	0	0	0	300,000
						<i>General Fund</i>
81	22.16 - \$15 Minimum Wage for Hourly Positions Offer Type: Enhancement	554,397	0	520,373	34,024	0
					<i>Golf Stormwater Equipment Benefits Utility CS&A</i>	
86	3.18 - Utilities: CS&A - 1.0 FTE Financial Analyst II Offer Type: Enhancement	97,794	0	0	97,794	0
					<i>Utility CS&A</i>	
87	3.26 - 1.0 FTE Lead Safety Specialist for Light & Power Offer Type: Enhancement	89,562	0	0	89,562	0
					<i>Light & Power</i>	
88	3.4 - Utilities: CS&A - Utilities Locates 2.0 FTE Contractual Locators Offer Type: Continuing Enhancement	139,739	0	0	139,739	0
					<i>Utility CS&A</i>	
89	16.9 - Geographic Information System (GIS) Cloud Modernization Offer Type: Enhancement	194,100	0	0	0	194,100
						<i>General Fund</i>
91	15.19 - Facility Restroom and Common Area High Use Cleaning Offer Type: Enhancement	315,000	0	190,000	0	125,000
						<i>General Fund</i>

Drilling Platform - Ranked Offers by Outcome

Budget Years: 2023 - 2024

HIGH PERFORMING GOVERNMENT - 2023

Rank	Offer # & Name	Offer Cost	Offer Funding			
		Total	GENERAL FUND Dedicated	Ongoing	OTHER FUNDS	RESERVES
94	20.8 - Expanded Community Outreach and Engagement Offer Type: Continuing Enhancement	30,000	0	30,000	0	0
95	3.22 - Utilities: CS&A - Customer Experience Consulting Offer Type: Enhancement	80,000	0	0	0	80,000 <i>Utility CS&A</i>
97 Health	12.2 - Increase in Provider Availability for Occupational Offer Type: Enhancement	45,600	0	0	45,600 <i>Self Insurance</i>	0
99	22.6 - Leadership Development Programs Offer Type: Enhancement	100,000	0	100,000	0	0
103 Replacements	15.29 - Building HVAC Electrification and Efficiency Offer Type: Asset Management-Enhanced	1,645,000	0	0	0	1,645,000 <i>General Fund</i>
104	28.7 - State Legislative Advocacy Offer Type: Continuing Enhancement	40,000	0	40,000	0	0
108	3.24 - Utilities: CS&A Enhancing Utilities Communications Offer Type: Enhancement	56,000	0	0	0	56,000 <i>Utility CS&A</i>
115 Replacement	17.7 - Data Management Storage & Network Lifecycle Offer Type: Asset Management-Enhanced	0	0	0	0	0 <i>General Fund</i>
117 Firm	3.5 - Utilities: CS&A - Supplemental Contract Locating Offer Type: Continuing Enhancement	100,000	0	0	100,000 <i>Utility CS&A</i>	0 <i>Utility CS&A</i>
124 Renewal Program	3.23 - Utilities: CS&A - Wood Street Facilities Asset Offer Type: Enhancement	1,100,000	0	0	700,000 <i>Water Wastewater Stormwater</i>	400,000 <i>Light & Power</i>

Drilling Platform - Ranked Offers by Outcome

Budget Years: 2023 - 2024

HIGH PERFORMING GOVERNMENT - 2023

Rank	Offer # & Name	Offer Cost		Offer Funding		
		Total	GENERAL FUND Dedicated	Ongoing	OTHER FUNDS	RESERVES
	Funded Offers	136,721,965	4,338,599	36,737,220	86,202,426	9,443,720
64	28.12 - City Council Voter approved pay increase Offer Type: Enhancement	313,172	0	0	0	313,172 <i>General Fund</i>
76	35.10 - 2.0 FTE Contractual - City Clerk's Office Talent Development Apprenticeship Model Offer Type: Enhancement	114,964	0	114,964	0	0
80	82.4 - Community Services \$15/hour Minimum Wage Offer Type: Enhancement	973,634	0	973,634	0	0
83	22.14 - 3.0 FTE - Talent Acquisition Coordinators Offer Type: Enhancement	192,414	0	192,414	0	0
84	28.11 - ARPA – 1.0 FTE Contractual Community Relations Specialist and Equity Indicators Project Offer Type: 1-Time Enhancement	147,236	0	0	0	147,236 <i>General Fund</i>
85	3.11 - Utilities CS&A: - IT Minor Capital Enhancement Offer Type: Asset Management-Enhanced	349,407	0	0	349,407 <i>Utility CS&A</i>	0
90	35.12 - 1.0 FTE - Deputy City Clerk providing Agenda Management Support for Council and its Committees Offer Type: Enhancement	68,217	0	68,217	0	0
92	28.6 - Language Access Services for City Council Meetings and High Priority Civic Engagement Events Offer Type: Enhancement	34,560	0	34,560	0	0
93	28.9 - ARPA 1.0 FTE Contractual Language Access Services/Communications Specialist Centralized Translation, Interpretation and Communications Offer Type: 1-Time Enhancement	122,177	0	0	0	122,177 <i>General Fund</i>

Drilling Platform - Ranked Offers by Outcome

Budget Years: 2023 - 2024

HIGH PERFORMING GOVERNMENT - 2023

Rank	Offer # & Name	Offer Cost	Offer Funding			
		Total	GENERAL FUND Dedicated	Ongoing	OTHER FUNDS	RESERVES
96	35.7 - Records Digitization Project and Pilot Offer Type: 1-Time Enhancement	92,000	0	0	0	92,000 <i>General Fund</i>
98	82.1 - Dedicated Internships for Students of Historically Underrepresented Minority Schools Offer Type: Enhancement	50,000	0	50,000	0	0
100	17.9 - WiFi Network Technology Modernization Offer Type: Asset Management-Enhanced	150,000	0	0	0	150,000 <i>General Fund</i>
101	22.7 - Recruitment Advertising Offer Type: Enhancement	43,000	0	43,000	0	0
102	17.8 - Call Manager Server Upgrade Offer Type: Asset Management-Enhanced	0	0	0	0	0 <i>General Fund Data & Communications</i>
105	35.13 - Legislative Management System Evaluation and Implementation Offer Type: 1-Time Enhancement	150,000	0	0	0	150,000 <i>General Fund</i>
106	28.8 - Employee Engagement Survey Offer Type: Enhancement	52,000	0	52,000	0	0
107	73.5 - City Attorney's Office Strategic Plan Consultant Offer Type: 1-Time Enhancement	0	0	0	0	0 <i>General Fund</i>
109	18.3 - 1.0 FTE - Analyst I Digital Strategic Portfolio Office Offer Type: Enhancement	75,454	0	51,749	0	23,705 <i>Data & Communications</i>
110	22.9 - 1.0 FTE - Volunteer Engagement Specialist Offer Type: Enhancement	56,620	56,620	0	0	0 <i>Prior KFCG 0.25% for Other Comm & Trans - Ongoing Revenue</i>

Drilling Platform - Ranked Offers by Outcome

Budget Years: 2023 - 2024

HIGH PERFORMING GOVERNMENT - 2023

Rank	Offer # & Name	Offer Cost	Offer Funding			
		Total	GENERAL FUND Dedicated	Ongoing	OTHER FUNDS	RESERVES
111	15.21 - 1.0 FTE Aquatic Tech Offer Type: Enhancement	0	0	0	0	0 <i>General Fund</i>
113	29.2 - 1.0 FTE Deputy Sustainability Director Offer Type: Enhancement	141,737	0	141,737	0	0
114 Support	16.8 - 1.0 FTE - Analyst I Enterprise Service Delivery Offer Type: Enhancement	74,854	0	51,317	0	23,537 <i>Data & Communications</i>
116	22.10 - NextGenServe Offer Type: Enhancement	29,814 <i>Prior KFCG 0.25% for Other Comm & Trans - Ongoing Revenue</i>	29,814	0	0	0
118 Engagement	20.7 - 1.0 FTE Analyst I, Communications and Offer Type: Enhancement	63,538	0	63,538	0	0
119	3.9 - Utilities: CS&A - IT Strategic Plan Offer Type: 1-Time Enhancement	285,000	0	0	285,000 <i>Utility CS&A</i>	0
120	82.3 - Community Services Professional Development Offer Type: Enhancement	140,000	0	140,000	0	0
121	82.2 - Municipal Innovation Program Offer Type: Enhancement	100,000	0	100,000	0	0
122	10.7 - City Give Resources Offer Type: Enhancement	85,000	0	85,000	0	0
123	10.8 - Organizational Change Management Program & 1.0 FTE Program Manager Offer Type: Enhancement	65,650	0	65,650	0	0

Drilling Platform - Ranked Offers by Outcome

Budget Years: 2023 - 2024

HIGH PERFORMING GOVERNMENT - 2023

Rank	Offer # & Name	Offer Cost	Offer Funding			
		Total	GENERAL FUND Dedicated	Ongoing	OTHER FUNDS	RESERVES
125	3.8 - Utilities: CS&A - IT - 1.0 FTE - Software Analyst II Offer Type: Enhancement	94,620	0	0	94,620 <i>Utility CS&A</i>	0
126	15.16 - New Municipal Building Design with Geothermal Component and Construction Estimate Offer Type: 1-Time Enhancement	1,860,001	0	0	1,860,001 <i>Capital Expansion</i>	0
127	22.15 - Additional Support for Employee Caregivers Offer Type: Enhancement	850,000	0	0	0	850,000 <i>Benefits</i>
128	15.11 - City Facility Exterior Lighting: Dark Sky Assessment and Conversion to LED Offer Type: Asset Management-Enhanced	150,000	0	150,000	0	0
129	73.3 - City Attorney's Office Remodel Offer Type: 1-Time Enhancement	123,006	0	0	0	123,006 <i>General Fund</i>
130	35.8 - 3.0 FTE - Passport Services Offer Type: Enhancement	151,636	0	151,636	0	0
131	73.4 - City Attorney's Office Replacement Furniture Offer Type: 1-Time Enhancement	28,963	0	0	0	28,963 <i>General Fund</i>
132	20.9 - Fort Collins Public Access - Video Production Assistance Programs & Community Video Production Training and Event Coverage Offer Type: Enhancement	30,000	0	0	0	30,000 <i>General Fund</i>
Unfunded Offers		7,258,674	86,434	2,529,416	2,589,028	2,053,796
Total Offers		143,980,639	4,425,033	39,266,636	88,791,454	11,497,516

Drilling Platform - Ranked Offers by Outcome

Budget Years: 2023 - 2024

HIGH PERFORMING GOVERNMENT - 2024

Rank	Offer # & Name	Offer Cost Total	Offer Funding			
			GENERAL FUND Dedicated	Ongoing	OTHER FUNDS	RESERVES
Not Ranked	3.1 - Utilities: CS&A - Locating Operations Offer Type: Ongoing	1,173,748	0	0	1,173,748 <i>Utility CS&A</i>	0
Not Ranked	3.2 - Utilities: CS&A - Grounds Maintenance Offer Type: Ongoing	397,517	0	0	397,517 <i>Utility CS&A</i>	0
Not Ranked	3.6 - Utilities: CS&A - Minor Capital Offer Type: Asset Management-Ongoing	55,000	0	0	55,000 <i>Utility CS&A</i>	0
Not Ranked	3.7 - Utilities: CS&A - Utilities IT Offer Type: Ongoing	6,852,564	0	0	6,852,564 <i>Utility CS&A</i>	0
Not Ranked	3.10 - Utilities: CS&A - IT minor Capital Offer Type: Asset Management-Ongoing	400,000	0	0	0 <i>Utility CS&A</i>	400,000
Not Ranked	3.12 - Utilities: CS&A - Community Engagement Programs and Services; Workforce Culture Offer Type: Ongoing	1,654,568	0	0	1,654,568 <i>Utility CS&A</i>	0
Not Ranked	3.13 - Utilities: CS&A - Utilities Water Director's Office Offer Type: Ongoing	969,556	0	0	969,556 <i>Water Wastewater Stormwater</i>	0
Not Ranked	3.14 - Utilities: CS&A - Finance and Asset Management Offer Type: Ongoing	4,103,991	0	84,979	4,019,012 <i>Utility CS&A</i>	0
Not Ranked	3.15 - Utilities: CS&A - Support Services and Wellness Offer Type: Ongoing	1,259,172	0	0	1,259,172 <i>Utility CS&A</i>	0
Not Ranked	3.16 - Utilities: CS&A - Utilities Executive Director's Office Offer Type: Ongoing	1,756,602	0	0	1,756,602 <i>Utility CS&A</i>	0
Not Ranked	3.17 - Utilities: CS&A - Customer Care & Technology Offer Type: Ongoing	2,240,823	0	0	2,240,823 <i>Utility CS&A</i>	0

Drilling Platform - Ranked Offers by Outcome

Budget Years: 2023 - 2024

HIGH PERFORMING GOVERNMENT - 2024

Rank	Offer # & Name	Offer Cost	Offer Funding			
		Total	GENERAL FUND Dedicated	Ongoing	OTHER FUNDS	RESERVES
Not Ranked	3.19 - Utilities: CS&A - Communications and Marketing & Deputy Director Offer Type: Ongoing	908,776	0	0	908,776 <i>Utility CS&A</i>	0
Not Ranked	3.20 - Utilities: CS&A - Customer Operations Support Offer Type: Ongoing	437,561	0	0	437,561 <i>Utility CS&A</i>	0
Not Ranked	10.1 - Purchasing and Procurement Services Offer Type: Ongoing	684,848	0	684,848	0	0
Not Ranked	10.2 - Accounting and Financial Transaction Services Offer Type: Ongoing	2,097,310	0	2,097,310	0	0
Not Ranked	10.3 - Sales Tax Services Offer Type: Ongoing	968,161	0	968,161	0	0
Not Ranked	10.4 - Strategic Financial and Budgeting Services Offer Type: Ongoing	1,231,498	0	1,231,498	0	0
Not Ranked	10.5 - Program Evaluation and FC Lean Offer Type: Ongoing	353,607	0	353,607	0	0
Not Ranked	10.6 - City Give Programs and Services Offer Type: Ongoing	161,181	0	161,181	0	0
Not Ranked	10.12 - Ongoing management of compensation adjustments for City talent Offer Type: Ongoing	500,000	0	500,000	0	0
Not Ranked	12.1 - Safety & Risk Management Programs and Services Offer Type: Ongoing	8,301,215	0	0	8,301,215 <i>Self Insurance</i>	0
Not Ranked	15.1 - Fleet Fuel Offer Type: Ongoing	3,355,559	0	0	3,355,559 <i>Equipment</i>	0

Drilling Platform - Ranked Offers by Outcome

Budget Years: 2023 - 2024

HIGH PERFORMING GOVERNMENT - 2024

Rank	Offer # & Name	Offer Cost Total	Offer Funding			
			GENERAL FUND Dedicated	Ongoing	OTHER FUNDS	RESERVES
Not Ranked	15.2 - Fleet Maintenance Offer Type: Asset Management-Ongoing	7,402,311	0	0	7,402,311 <i>Equipment</i>	0
Not Ranked	15.3 - Facility Maintenance Offer Type: Asset Management-Ongoing	5,716,114	1,458,401	4,257,713	0	0
			<i>Facilities Work for Others</i>			
Not Ranked	15.4 - Facility Major Maintenance Offer Type: Asset Management-Ongoing	550,000	0	550,000	0	0
Not Ranked	15.5 - Operation Services Administration Offer Type: Ongoing	1,178,667	0	426,765	751,902 <i>Equipment</i>	0
Not Ranked	15.6 - Facilities Project Management, Real Estate Services, and Internal Mail Offer Type: Ongoing	1,870,769	1,505,045	365,724	0	0
			<i>Facilities House, Bldg & Office Rental Facilities Work for Others</i>			
Not Ranked	15.7 - Required Building Modifications Offer Type: Asset Management-Ongoing	600,000	0	600,000	0	0
Not Ranked	15.8 - Facility Custodial and Utilities Offer Type: Ongoing	4,603,126	726,147	3,876,979	0	0
			<i>Facilities Work for Others</i>			
Not Ranked	15.10 - Fleet Vehicle and Equipment Existing Payments Offer Type: Asset Management-Ongoing	2,059,396	0	0	2,059,396 <i>Equipment</i>	0
Not Ranked	16.1 - IT Applications - Enterprise Application Services Offer Type: Ongoing	1,455,315	0	920,068	535,247 <i>Data & Communications</i>	0
Not Ranked	16.2 - IT Applications - E-Government Services Offer Type: Ongoing	473,699	0	350,657	123,042 <i>Data & Communications</i>	0
Not Ranked	16.3 - IT Applications - Geographic Information Services Offer Type: Ongoing	667,964	0	371,592	296,372 <i>Data & Communications</i>	0

Drilling Platform - Ranked Offers by Outcome

Budget Years: 2023 - 2024

HIGH PERFORMING GOVERNMENT - 2024

Rank	Offer # & Name	Offer Cost	Offer Funding			
		Total	GENERAL FUND Dedicated	Ongoing	OTHER FUNDS	RESERVES
Not Ranked	16.4 - IT Applications - Document Management Services Offer Type: Ongoing	400,521	0	299,381	101,140	0
				<i>Data & Communications</i>		
Not Ranked	16.5 - IT Applications - Development Tracking Services Offer Type: Ongoing	587,135	0	0	587,135	0
				<i>Data & Communications</i>		
Not Ranked	17.1 - IT Infrastructure - Network Services Offer Type: Ongoing	1,307,251	0	428,169	879,082	0
				<i>Data & Communications</i>		
Not Ranked	17.2 - IT Infrastructure - Email & Voice Services Offer Type: Ongoing	559,760	0	82,022	383,140	94,598
				<i>Data & Communications</i>		<i>Data & Communications</i>
Not Ranked	17.3 - IT Infrastructure - Systems Engineering Offer Type: Ongoing	1,197,716	0	829,227	368,489	0
				<i>Data & Communications</i>		
Not Ranked	17.4 - IT Infrastructure - Client Services Offer Type: Ongoing	2,419,432	0	1,673,576	745,856	0
				<i>Data & Communications</i>		
Not Ranked	17.5 - IT Infrastructure - Asset Equipment Lifecycle Replacement Offer Type: Asset Management-Ongoing	1,419,435	0	798,279	621,156	0
				<i>Data & Communications</i>		
Not Ranked	18.1 - IT Administration Services Offer Type: Ongoing	1,187,447	0	851,364	336,083	0
				<i>Data & Communications</i>		
Not Ranked	18.2 - IT Applications - Digital Strategic Portfolio Office Offer Type: Ongoing	221,488	0	163,709	57,779	0
				<i>Data & Communications</i>		
Not Ranked	20.1 - Creative Services Offer Type: Ongoing	917,001	58,000	859,001	0	0
			<i>Communications Fees</i>			
Not Ranked	20.2 - Communications & Public Involvement Central Communications Offer Type: Ongoing	1,105,559	184,113	886,446	0	35,000
			<i>Prior KFCG 0.25% for Other Comm & Trans - Ongoing Revenue</i>			<i>Broadband</i>

Drilling Platform - Ranked Offers by Outcome

Budget Years: 2023 - 2024

HIGH PERFORMING GOVERNMENT - 2024

Rank	Offer # & Name	Offer Cost Total	Offer Funding			
			GENERAL FUND Dedicated	Ongoing	OTHER FUNDS	RESERVES
Not Ranked	20.4 - Public, Educational and Governmental Programming (PEG) Offer Type: Ongoing	170,000	170,000	0	0	0
			Cable PEG Fees			
Not Ranked	22.1 - Human Resources Core Services Offer Type: Ongoing	2,517,437	0	2,517,437	0	0
Not Ranked	22.2 - Talent Development Offer Type: Ongoing	393,408	0	393,408	0	0
Not Ranked	22.3 - Volunteer Services Program Offer Type: Ongoing	215,924	215,924	0	0	0
			Prior KFCG 0.25% for Other Comm & Trans - Ongoing Revenue			
Not Ranked	22.4 - Wellness Offer Type: Ongoing	421,579	0	0	421,579	0
					Benefits	
Not Ranked	22.5 - City Benefits and Retirement Administration Offer Type: Ongoing	40,020,515	0	0	37,616,780	2,403,735
					Benefits	
Not Ranked	28.1 - City Council Offer Type: Ongoing	215,383	16,943	198,440	0	0
			Prior KFCG 0.25% for Other Comm & Trans - Ongoing Revenue			
Not Ranked	28.2 - City Manager's Office - Executive Staff, Administrative & Financial Support Offer Type: Ongoing	2,017,883	0	1,829,192	188,691	0
					Light & Power Water	
Not Ranked	28.3 - City Manager's Office - Policy, Legislative, Compliance & Performance Excellence Division Offer Type: Ongoing	460,577	0	460,577	0	0
Not Ranked	28.4 - Diversity, Equity & Inclusion (DEI) Office - Professional Services Offer Type: Ongoing	26,275	0	26,275	0	0

Drilling Platform - Ranked Offers by Outcome

Budget Years: 2023 - 2024

HIGH PERFORMING GOVERNMENT - 2024

Rank	Offer # & Name	Offer Cost	Offer Funding			
		Total	GENERAL FUND Dedicated	GENERAL FUND Ongoing	OTHER FUNDS	RESERVES
Not Ranked	28.5 - Diversity, Equity & Inclusion (DEI) Office Offer Type: Ongoing	483,669	0	483,669	0	0
Not Ranked	29.1 - Sustainability Services Administration Offer Type: Ongoing	756,532	81,304	675,228	0	0
			<i>Prior KFCG 0.25% for Other Comm & Trans - Ongoing Revenue</i>			
Not Ranked	35.1 - City Clerk Administration Offer Type: Ongoing	651,356	0	651,356	0	0
Not Ranked	35.2 - Elections Offer Type: Ongoing	22,000	0	22,000	0	0
Not Ranked	35.3 - Boards and Commissions Offer Type: Ongoing	139,290	0	139,290	0	0
Not Ranked	35.4 - Licensing Services - Liquor and Cannabis Offer Type: Ongoing	205,329	0	205,329	0	0
Not Ranked	35.5 - Privacy and Records Offer Type: Ongoing	151,489	0	151,489	0	0
Not Ranked	73.1 - General Legal Services Offer Type: Ongoing	3,217,820	0	2,810,228	407,592	0
					<i>Light & Power Water Wastewater Stormwater Broadband Utility CS&A</i>	
Not Ranked	78.1 - Planning, Development & Transportation Administration Offer Type: Ongoing	1,534,261	0	822,051	712,210	0
					<i>Transit Services Transportation Parking</i>	

Drilling Platform - Ranked Offers by Outcome

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HIGH PERFORMING GOVERNMENT - 2024

Rank	Offer # & Name	Offer Cost	Offer Funding			
		Total	GENERAL FUND Dedicated	Ongoing	OTHER FUNDS	RESERVES
65	10.11 - ARPA Local Match for State Funds Offer Type: 1-Time Enhancement	0	0	0	0	0 <i>General Fund</i>
66	28.10 - Diversity, Equity & Inclusion (DEI) Office Professional Services - Enhanced Offer Type: Enhancement	25,000	0	25,000	0	0 <i>Keep Fort Collins Great</i>
67	10.9 - ARPA 1.0 FTE Contractual - Senior Buyer Offer Type: 1-Time Enhancement	98,769	0	0	0	98,769 <i>General Fund</i>
68	22.11 - ARPA - HR Core 3.0 FTE Contractual: Talent Acquisition Recruiter, Talent Acquisition Coordinator, HR Data Management Coordinator, and Recruitment Advertising Funds Offer Type: 1-Time Enhancement	320,475	0	0	0	320,475 <i>General Fund</i>
69	10.10 - ARPA 3.0 FTE Contractual Recovery Positions Offer Type: 1-Time Enhancement	0	0	0	0	0 <i>City of Fort Collins</i>
70	35.11 - 1.0 FTE - Analyst Providing Elections Transparency and Technology Support Offer Type: Enhancement	90,268	0	90,268	0	0 <i>Keep Fort Collins Great</i>
71	20.6 - REDEPLOY: CPIO Hourly Conversion & Transfort Marketing Expenses to 1.0 FTE Senior Technician, Graphic Design Offer Type: Redeploy	49,238	0	49,238	0	0
72	15.9 - Fleet Vehicle and Equipment New Replacements Offer Type: Asset Management-Enhanced	3,885,122	0	0	1,881,546 <i>Transportation Equipment</i>	2,003,576 <i>General Fund</i>
73	12.3 - Post-Offer Employment Testing & Physical Demand Assessment Offer Type: Enhancement	20,000	0	0	20,000 <i>Self Insurance</i>	0
74	15.14 - Aging Facility Maintenance Offer Type: Asset Management-Enhanced	660,000	0	0	0	660,000 <i>General Fund</i>

Drilling Platform - Ranked Offers by Outcome

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HIGH PERFORMING GOVERNMENT - 2024

Rank	Offer # & Name	Offer Cost Total	Offer Funding			
			GENERAL FUND Dedicated	Ongoing	OTHER FUNDS	RESERVES
75	16.6 - 1.0 FTE - Analyst I Records and Document Management Offer Type: Enhancement	103,197	0	74,229	28,968	0
					<i>Data & Communications</i>	
77	17.10 - ARPA - Future of Work Offer Type: 1-Time Enhancement	450,000	0	0	0	450,000
						<i>General Fund</i>
78	16.10 - Enterprise Resource Planning (ERP) System Replacement Offer Type: Enhancement	0	0	0	0	0
						<i>General Fund</i>
81	22.16 - \$15 Minimum Wage for Hourly Positions Offer Type: Enhancement	571,030	0	535,985	35,045	0
					<i>Golf Stormwater Equipment Benefits Utility CS&A</i>	
86	3.18 - Utilities: CS&A - 1.0 FTE Financial Analyst II Offer Type: Enhancement	97,015	0	0	97,015	0
					<i>Utility CS&A</i>	
87	3.26 - 1.0 FTE Lead Safety Specialist for Light & Power Offer Type: Enhancement	108,592	0	0	108,592	0
					<i>Light & Power</i>	
88	3.4 - Utilities: CS&A - Utilities Locates 2.0 FTE Contractual Locators Offer Type: Continuing Enhancement	141,031	0	0	141,031	0
					<i>Utility CS&A</i>	
89	16.9 - Geographic Information System (GIS) Cloud Modernization Offer Type: Enhancement	135,000	0	0	0	135,000
						<i>General Fund</i>
91	15.19 - Facility Restroom and Common Area High Use Cleaning Offer Type: Enhancement	315,000	0	190,000	0	125,000
						<i>General Fund</i>

Drilling Platform - Ranked Offers by Outcome

Budget Years: 2023 - 2024

HIGH PERFORMING GOVERNMENT - 2024

Rank	Offer # & Name	Offer Cost Total	Offer Funding			
			GENERAL FUND Dedicated	Ongoing	OTHER FUNDS	RESERVES
94	20.8 - Expanded Community Outreach and Engagement Offer Type: Continuing Enhancement	30,000	0	30,000	0	0
95	3.22 - Utilities: CS&A - Customer Experience Consulting Offer Type: Enhancement	88,000	0	0	0	88,000 <i>Utility CS&A</i>
97 Health	12.2 - Increase in Provider Availability for Occupational Offer Type: Enhancement	45,600	0	0	45,600 <i>Self Insurance</i>	0
99	22.6 - Leadership Development Programs Offer Type: Enhancement	100,000	0	100,000	0	0
103 Replacements	15.29 - Building HVAC Electrification and Efficiency Offer Type: Asset Management-Enhanced	2,080,000	0	0	0	2,080,000 <i>General Fund</i>
104	28.7 - State Legislative Advocacy Offer Type: Continuing Enhancement	40,000	0	40,000	0	0
108	3.24 - Utilities: CS&A Enhancing Utilities Communications Offer Type: Enhancement	94,000	0	0	0	94,000 <i>Utility CS&A</i>
115 Replacement	17.7 - Data Management Storage & Network Lifecycle Offer Type: Asset Management-Enhanced	500,000	0	0	0	500,000 <i>General Fund</i>
117 Firm	3.5 - Utilities: CS&A - Supplemental Contract Locating Offer Type: Continuing Enhancement	100,000	0	0	61,770 <i>Utility CS&A</i>	38,230 <i>Utility CS&A</i>
124 Renewal Program	3.23 - Utilities: CS&A - Wood Street Facilities Asset Offer Type: Enhancement	1,100,000	0	0	700,000 <i>Water Wastewater Stormwater</i>	400,000 <i>Light & Power</i>

Drilling Platform - Ranked Offers by Outcome

Budget Years: 2023 - 2024

HIGH PERFORMING GOVERNMENT - 2024

Rank	Offer # & Name	Offer Cost		Offer Funding		
		Total	GENERAL FUND Dedicated	Ongoing	OTHER FUNDS	RESERVES
	Funded Offers	142,631,427	4,415,877	37,192,945	91,096,222	9,926,383
64	28.12 - City Council Voter approved pay increase Offer Type: Enhancement	332,517	0	0	0	332,517 <i>General Fund</i>
76	35.10 - 2.0 FTE Contractual - City Clerk's Office Talent Development Apprenticeship Model Offer Type: Enhancement	134,214	0	134,214	0	0
80	82.4 - Community Services \$15/hour Minimum Wage Offer Type: Enhancement	1,002,843	0	1,002,843	0	0
83	22.14 - 3.0 FTE - Talent Acquisition Coordinators Offer Type: Enhancement	260,475	0	260,475	0	0
84	28.11 - ARPA – 1.0 FTE Contractual Community Relations Specialist and Equity Indicators Project Offer Type: 1-Time Enhancement	147,796	0	0	0	147,796 <i>General Fund</i>
85	3.11 - Utilities CS&A: - IT Minor Capital Enhancement Offer Type: Asset Management-Enhanced	860,865	0	0	860,865 <i>Utility CS&A</i>	0
90	35.12 - 1.0 FTE - Deputy City Clerk providing Agenda Management Support for Council and its Committees Offer Type: Enhancement	83,583	0	83,583	0	0
92	28.6 - Language Access Services for City Council Meetings and High Priority Civic Engagement Events Offer Type: Enhancement	34,560	0	34,560	0	0
93	28.9 - ARPA 1.0 FTE Contractual Language Access Services/Communications Specialist Centralized Translation, Interpretation and Communications Offer Type: 1-Time Enhancement	144,690	0	0	0	144,690 <i>General Fund</i>

Drilling Platform - Ranked Offers by Outcome

Budget Years: 2023 - 2024

HIGH PERFORMING GOVERNMENT - 2024

Rank	Offer # & Name	Offer Cost Total	Offer Funding			
			GENERAL FUND Dedicated	Ongoing	OTHER FUNDS	RESERVES
96	35.7 - Records Digitization Project and Pilot Offer Type: 1-Time Enhancement	107,000	0	0	0	107,000 <i>General Fund</i>
98	82.1 - Dedicated Internships for Students of Historically Underrepresented Minority Schools Offer Type: Enhancement	50,000	0	50,000	0	0
100	17.9 - WiFi Network Technology Modernization Offer Type: Asset Management-Enhanced	150,000	0	0	0	150,000 <i>General Fund</i>
101	22.7 - Recruitment Advertising Offer Type: Enhancement	43,000	0	43,000	0	0
102	17.8 - Call Manager Server Upgrade Offer Type: Asset Management-Enhanced	350,000	0	0	0	350,000 <i>General Fund Data & Communications</i>
105	35.13 - Legislative Management System Evaluation and Implementation Offer Type: 1-Time Enhancement	100,000	0	0	0	100,000 <i>General Fund</i>
106	28.8 - Employee Engagement Survey Offer Type: Enhancement	52,000	0	52,000	0	0
107	73.5 - City Attorney's Office Strategic Plan Consultant Offer Type: 1-Time Enhancement	39,950	0	0	0	39,950 <i>General Fund</i>
109	18.3 - 1.0 FTE - Analyst I Digital Strategic Portfolio Office Offer Type: Enhancement	103,197	0	74,229	0	28,968 <i>Data & Communications</i>
110	22.9 - 1.0 FTE - Volunteer Engagement Specialist Offer Type: Enhancement	86,825 <i>Prior KFCG 0.25% for Other Comm & Trans - Ongoing Revenue</i>	86,825	0	0	0

Drilling Platform - Ranked Offers by Outcome

Budget Years: 2023 - 2024

HIGH PERFORMING GOVERNMENT - 2024

Rank	Offer # & Name	Offer Cost Total	Offer Funding			
			GENERAL FUND Dedicated	Ongoing	OTHER FUNDS	RESERVES
111	15.21 - 1.0 FTE Aquatic Tech Offer Type: Enhancement	116,803	0	85,803	0	31,000 <i>General Fund</i>
113	29.2 - 1.0 FTE Deputy Sustainability Director Offer Type: Enhancement	193,775	0	193,775	0	0
114 Support	16.8 - 1.0 FTE - Analyst I Enterprise Service Delivery Offer Type: Enhancement	102,597	0	73,797	0	28,800 <i>Data & Communications</i>
116	22.10 - NextGenServe Offer Type: Enhancement	29,814 <i>Prior KFCG 0.25% for Other Comm & Trans - Ongoing Revenue</i>	29,814	0	0	0
118 Engagement	20.7 - 1.0 FTE Analyst I, Communications and Offer Type: Enhancement	86,825	0	86,825	0	0
119	3.9 - Utilities: CS&A - IT Strategic Plan Offer Type: 1-Time Enhancement	0	0	0	0 <i>Utility CS&A</i>	0
120	82.3 - Community Services Professional Development Offer Type: Enhancement	143,500	0	143,500	0	0
121	82.2 - Municipal Innovation Program Offer Type: Enhancement	100,000	0	100,000	0	0
122	10.7 - City Give Resources Offer Type: Enhancement	85,000	0	85,000	0	0
123	10.8 - Organizational Change Management Program & 1.0 FTE Program Manager Offer Type: Enhancement	211,242	0	211,242	0	0

Drilling Platform - Ranked Offers by Outcome

Budget Years: 2023 - 2024

HIGH PERFORMING GOVERNMENT - 2024

Rank	Offer # & Name	Offer Cost Total	Offer Funding			
			GENERAL FUND Dedicated	Ongoing	OTHER FUNDS	RESERVES
125	3.8 - Utilities: CS&A - IT - 1.0 FTE - Software Analyst II Offer Type: Enhancement	114,935	0	0	114,935 <i>Utility CS&A</i>	0
126	15.16 - New Municipal Building Design with Geothermal Component and Construction Estimate Offer Type: 1-Time Enhancement	2,260,000	0	0	2,260,000 <i>Capital Expansion</i>	0
127	22.15 - Additional Support for Employee Caregivers Offer Type: Enhancement	850,000	0	0	0	850,000 <i>Benefits</i>
128	15.11 - City Facility Exterior Lighting: Dark Sky Assessment and Conversion to LED Offer Type: Asset Management-Enhanced	150,000	0	150,000	0	0
129	73.3 - City Attorney's Office Remodel Offer Type: 1-Time Enhancement	0	0	0	0	0 <i>General Fund</i>
130	35.8 - 3.0 FTE - Passport Services Offer Type: Enhancement	203,646	0	203,646	0	0
131	73.4 - City Attorney's Office Replacement Furniture Offer Type: 1-Time Enhancement	0	0	0	0	0 <i>General Fund</i>
132	20.9 - Fort Collins Public Access - Video Production Assistance Programs & Community Video Production Training and Event Coverage Offer Type: Enhancement	30,000	0	0	0	30,000 <i>General Fund</i>
Unfunded Offers		8,761,652	116,639	3,068,492	3,235,800	2,340,721
Total Offers		151,393,079	4,532,516	40,261,437	94,332,022	12,267,104

HIGH PERFORMING GOVERNMENT

3.1 Utilities: CS&A - Locating Operations - Offer Type: Ongoing - Funded

2023 - \$1,138,602

2024 - \$1,173,748

This offer funds the operation of the Utilities Facility Locates group.

This department includes eight classified employees and four contractual positions. Utility Facility Locators mark underground lines any time excavation occurs, from a major intersection rebuild to a homeowner installing a fence. The current locator staff marks underground facilities for City water, wastewater, stormwater, electric, traffic signal loops and Connexion. Accurate and timely locates are essential to prevent injury to construction workers and damage to Utility and City infrastructure.

The funding for the Locates group comes from the CS&A fund, as they do work for all Utilities. They also bill other City departments for locates they perform for them. Connexion infrastructure adds an additional utility to the department's responsibility as the new system is built and accepted by Connexion. This includes our acceptance of the excess fiber from Platte River that is now our responsibility to locate. Strong locate volume also continues related to other construction and residential tickets throughout the City. Workload due to Connexion construction, 5G Cell projects, and general City construction is being supplemented with an enhancement offer (3.3) to convert the four contractual employees to classified and another enhancement offer (3.5) that funds the use of an outside contractor to help perform locates with the group.

Utilities designs, constructs, operates and maintains its infrastructure using detailed metrics and data analysis to provide safe, reliable, resilient and affordable services to all customers regardless of race, identity or income. We can now consider equity using geographic data correlating to vulnerable populations as a new input for our operational processes.

This Offer supports the following Strategic Objectives:

- ECON 3.5 - Invest in and maintain utility infrastructure and services while ensuring predictable utility rates.
- ECON 3.6 - Deliver exceptional broadband services while finding innovative ways to leverage the network in the city and in the region.
- HPG 7.8 - Evaluate the City's assets and infrastructure to most effectively prioritize funding that best maintains and protects those investments, while improving the customer experience.

3.2 Utilities: CS&A - Grounds Maintenance - Offer Type: Ongoing - Funded

2023 - \$382,642

2024 - \$397,517

This offer funds the ongoing operation of the Utilities grounds maintenance crew.

This group provides the landscaping and sprinkler maintenance for Utilities owned properties including 700 Wood St., the Water Treatment Facility, and the Mulberry Reclamation Facility. They also do landscaping repairs and re sodding on Light & Power and Water Engineering & Field Operations Projects when utility work disrupts customers' landscaping. The work can range from an overhead to underground conversion with new trenching in established areas to water main breaks. A new manager for the crew was hired in 2021, bringing extensive knowledge on water and turf management as well as general landscaping maintenance. We anticipate this knowledge to allow internal resources to perform many tasks that would have been contracted out previously. This group has a direct impact on the customer experience when they repair damage and excavations in established yards. When Utilities digs a hole in an established yard, expectations are high that the repair will make it look the same or better than before.

This division also provides snow removal on Utilities properties, hardscaping projects, and building maintenance in the off season.

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This Offer supports the following Strategic Objectives:

- HPG 7.1 - Provide world-class municipal services, while recognizing the importance of multi-sector relationships and partnerships at all levels.
- ECON 3.5 - Invest in and maintain utility infrastructure and services while ensuring predictable utility rates.
- ENV 4.2 - Improve indoor and outdoor air quality.

3.4 Utilities: CS&A - Utilities Locates 2.0 FTE Contractual Locators - Offer Type: Continuing Enhancement - 2023 - \$139,739 Funded 2024 - \$141,031

This offer funds 2.0 contractual FTE Utility Facility Locators for the 2023 2024 budget.

Utility Facility Locators mark underground lines any time an excavation occurs. This can be anything from a major intersection rebuild to a homeowner installing a fence. The current Locator staff mark City water, wastewater, stormwater, electric, traffic signal loops and fiber. The current staffing levels are not sufficient to keep up with locate volumes.

5G cell providers have started work in town and may add up to 1,200 sites and up to 120 miles of additional conduit, possibly more. This will likely be in the tightest timeframe that they can accomplish through permitting and construction constrictions, but we anticipate the bulk of it to be within 2022 and 2023. We also are unsure of how Centurylink (Lumen) and Comcast will respond to Connexion and the 5G providers. This could also put pressure on locates beyond 2023 2024.

This is on top of regular construction; we anticipate some of the work to begin on Montava as well as the large section of land at Mulberry and Greenfields soon, as well as service locates from previous large subdivisions (Rennat, Hansen Farms, Northfield, Water's Edge), and hopefully continued strong sign ups resulting in locates for Connexion service drops, in addition to future annexations. Eventually, they will also locate an additional utility with 30 60% as many services L&P, and 900 miles of additional fiber/conduit and possibly more as Connexion branches outward.

Accurate and timely locates are essential to prevent injury to construction workers, prevent damage to Utility and City infrastructure and support the ability for Connexion to deploy the outside fiber plant without construction delays.

The funding for the Locates group comes from the Customer Service & Administration (CS&A) fund, as they primarily do work for all five Utilities. They also bill other City departments for locates they perform for them.

This Offer supports the following Strategic Objectives:

- HPG 7.8 - Evaluate the City's assets and infrastructure to most effectively prioritize funding that best maintains and protects those investments, while improving the customer experience.
- ECON 3.5 - Invest in and maintain utility infrastructure and services while ensuring predictable utility rates.
- ECON 3.6 - Deliver exceptional broadband services while finding innovative ways to leverage the network in the city and in the region.

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3.5 Utilities: CS&A - Supplemental Contract Locating Firm - Offer Type: Continuing Enhancement - Funded 2023 - \$100,000 2024 - \$100,000

This Offer funds a supplemental contract locating service (outside contractor) to maintain service levels of the locates group during Connexion construction and other large projects. Utilities received an off cycle appropriation of \$500,000 to fund the use of an outside contractor in 2021, continued in 2022 with an enhancement for \$100,000, and expects the need to continue into 2023 and 2024.

Utility Locators mark underground lines when an excavation occurs. This can range from a major intersection rebuild to a homeowner installing a fence. Our staff locates City water, wastewater, stormwater, electric, traffic signal loops and fiber, and Connexion. The current staffing levels are not sufficient to meet locate demands associated with the rate of construction related to the Connexion outside plant build, 5G construction, and general construction in the City. An outside contractor provides experienced locate personnel and associated vehicles and equipment on an as needed basis and can be scaled daily depending on need.

Accurate and timely locates are essential to prevent injury to construction workers and to prevent damage to Utility and City infrastructure, including Connexion.

The funding for the Locates group comes from the Customer Service & Administration (CS&A) fund, as they primarily do work for all five Utilities. They also bill other City departments for locates they perform for them.

This Offer supports the following Strategic Objectives:

- HPG 7.8 - Evaluate the City's assets and infrastructure to most effectively prioritize funding that best maintains and protects those investments, while improving the customer experience.
- ECON 3.5 - Invest in and maintain utility infrastructure and services while ensuring predictable utility rates.
- ECON 3.6 - Deliver exceptional broadband services while finding innovative ways to leverage the network in the city and in the region.

3.6 Utilities: CS&A - Minor Capital - Offer Type: Asset Management-Ongoing - Funded 2023 - \$175,000 2024 - \$55,000

This offer will fund the purchase and replacement of Minor Capital Utilities enterprise-related assets.

This offer includes equipment, trucks, and vehicles used in the construction, operation, maintenance, and repair of Utilities systems and properties. Some cost increases are expected due to the exploration and implementation of alternative fuel vehicles and inflationary pressures.

Utilities follows the FASTER guidelines from Operation Services to make recommendations for vehicle replacements. These guidelines consider lifecycle costs of operating vehicles. When possible and commercially available, alternative fuel sources are recommended such as battery electric vehicles (BEV) and compressed natural gas (CNG).

All new vehicle units have automatic vehicle location (AVL) units installed to provide vehicle locations for our operational systems. This allows more efficient routing of vehicles to work sites and outages by determining the closest crew to dispatch.

2023:

Utility Locates - \$40,000 (Locating Equipment)

Grounds Maint. \$100,000 (F550 Dump Truck \$76,000; mower \$16,000; enclosed trailer \$8,000)

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Utilities Finance \$35,000 (Capital Building Expenditures)

2024:

Utility Locates \$20,000 (Locating equipment)

Utilities Finance \$35,000 (Capital Building Expenditures)

This Offer supports the following Strategic Objectives:

- HPG 7.8 - Evaluate the City's assets and infrastructure to most effectively prioritize funding that best maintains and protects those investments, while improving the customer experience.
- ENV 4.1 - Intensify efforts to meet 2030 climate, energy and 100% renewable electricity goals that are centered in equity and improve community resilience.
- ECON 3.5 - Invest in and maintain utility infrastructure and services while ensuring predictable utility rates.

3.7 Utilities: CS&A - Utilities IT - Offer Type: Ongoing - Funded

2023 - \$6,377,727

2024 - \$6,852,564

This offer incorporates the Utilities' portion of the IT Department allocation of costs for shared services of enterprise applications, infrastructure and administration offers. It also includes software development, testing, implementation, integration and support work of the Utilities Application Services Department. The team supports more than 100 business applications used by Utilities staff. Over recent years, Utilities has moved progressively to more robust, sustainable, modern business applications. There has been a specific strategy to move away from locally developed, customized software solutions to enterprise-strength systems that are more expandable, extensible and sustainable for the long term. Many locally developed (customized) systems have been retired as a result. Other locally developed software is on target for retirement in the near future as more standard systems take their place.

This offer enables accurate billing of Utility services (water and electric) each month through the billing system. Both water and electric utilities are now on standard mapping systems using the industry standard product, ESRI. This mapping enables accurate and accessible mapping of Utility assets to field crews who are performing repairs and inspections. Electronic maps help Utility field crews provide timely and safe service when in the field. The team also supports a modern computerized maintenance management system (Maximo) that holds all the water assets and soon, the electric assets. The systems enables putting all assets on a regular maintenance schedule thereby avoiding costly failures of assets in the field. The Utilities IT team's overall goal is to improve the productivity and safety of Utility staff so that they can provide excellent customer service to our Utility customers. Utilities serves ~78,000 electric customers and ~36,000 water customers. Utilities has ~469 employees and the vast majority use at least one of the applications supported.

This Offer supports the following Strategic Objectives:

- HPG 7.6 - Optimize technology, data analysis and process improvements to innovate, guide decisions and enhance service delivery.
- HPG 7.1 - Provide world-class municipal services, while recognizing the importance of multi-sector relationships and partnerships at all levels.
- HPG 7.5 - Foster a culture of physical and psychological safety, resilience, wellness and sustainability across the City organization.

3.8 Utilities: CS&A - IT - 1.0 FTE - Software Analyst II - Offer Type: Enhancement - Unfunded

2023 - \$94,620

2024 - \$114,935

Due to the large number of business applications supported by the team, we do not currently have the bandwidth to devote to modernizing the existing legacy systems.

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Over 100 business applications written using Microsoft Access need to be modernized or replaced. The Utility Billing system needs to be either upgraded or replaced. Due to the large ongoing day to day support load of these old legacy applications, we do not have the needed headcount to focus on upgrading these older systems. The pandemic made it abundantly obvious that the old Microsoft Access systems are very problematic when accessed remotely. The Utility Billing system is also old. The team resolves 150 200 Helpdesk tickets each month, mostly relating to these older legacy applications. Until we have sufficient staff to start focusing on upgrading these older applications, we are in the mode of spending a lot of time supporting them. As the Utilities embarks on either upgrading its existing Billing system, or replacing it completely, this 1.0 FTE will ensure that we have necessary capacity for that all encompassing and mission-critical project for Utilities. The Utility Billing system brings in \$221,000,000 annually in revenue. It is a mission-critical system. Upgrading or replacing the billing system will be a major, multi year effort, which will require considerable resources, while concurrently supporting all the existing applications for Utilities.

This Offer supports the following Strategic Objectives:

- HPG 7.6 - Optimize technology, data analysis and process improvements to innovate, guide decisions and enhance service delivery.
- SAFE 5.6 - Protect mission-critical physical and virtual infrastructure, in addition to sensitive data, against new and increasing cybersecurity threats.

3.9 Utilities: CS&A - IT Strategic Plan - Offer Type: 1-Time Enhancement - Unfunded

2023 - \$285,000

2024 - \$0

Funding this offer will provide for a consulting firm to work with the Utilities to create a new IT Strategic Plan. An IT Strategic Plan was created in 2009 as a result of extensive interviews with Utilities leaders and managers. This comprehensive plan was used as the roadmap for IT projects for Utilities for the next 10 years. The plan was refreshed in 2012 and again in 2017. Most of the projects identified in that plan are now complete. It is time to re assess the Utilities' future needs in the technology realm. This offer will fund a third-party consulting firm to conduct 30 50 in depth interviews with Utilities' Management/Leaders and put together a longer-term view (roadmap) to carry the Utilities forward in technology. The plan created in 2009 was extremely beneficial and allowed the Utilities to coalesce on the highest priority projects as an organization. It also gave the IT Applications team their roadmap for technology solutions for the Utilities.

This Offer supports the following Strategic Objectives:

- HPG 7.6 - Optimize technology, data analysis and process improvements to innovate, guide decisions and enhance service delivery.

3.10 Utilities: CS&A - IT minor Capital - Offer Type: Asset Management-Ongoing - Funded

2023 - \$400,000

2024 - \$400,000

This offer will fund replacement of infrastructure hardware that supports business applications and network connectivity for Utilities. In order to keep the Utility network secure, periodic upgrades/replacement of network equipment is required. Server and storage technology also needs to be upgraded/replaced on a regular basis. When hardware reaches end of life, vendors no longer provide security patching or support. Instead, the out of date hardware must be replaced. These replacements are a key deterrent to cybersecurity intrusions and threats.

This Offer supports the following Strategic Objectives:

- HPG 7.6 - Optimize technology, data analysis and process improvements to innovate, guide decisions and enhance service delivery.
- SAFE 5.6 - Protect mission-critical physical and virtual infrastructure, in addition to sensitive data, against new and increasing cybersecurity threats.

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3.11 Utilities CS&A: - IT Minor Capital Enhancement - *Offer Type: Asset Management-Enhanced - Unfunded* 2023 - \$349,407 2024 - \$860,865

Computing hardware (network, servers, storage and Wi-Fi) at the Utilities, have assets that are going out of support life. This is a cybersecurity concern. This offer includes new network switches and routers, new servers, new storage devices and new Wi-Fi access points. Some additional Wi-Fi access points will be added to enhance the Wi-Fi coverage, speed, and reliability within Utilities facilities. Keeping the Utilities hardware up to date using current version equipment is a key defense against malicious cyber-attacks.

This Offer supports the following Strategic Objectives:

- HPG 7.6 - Optimize technology, data analysis and process improvements to innovate, guide decisions and enhance service delivery.
- SAFE 5.6 - Protect mission-critical physical and virtual infrastructure, in addition to sensitive data, against new and increasing cybersecurity threats.

3.12 Utilities: CS&A - Community Engagement Programs and Services; Workforce Culture - *Offer Type: Ongoing - Funded* 2023 - \$1,590,517 2024 - \$1,654,568

Funding this offer will sustain Utilities Community Engagement (CE) and Workforce Culture (WC) programs and services. Every day, customers and community members interact with Utilities services, including electric, water, wastewater, stormwater, and Connexion. This team provides an essential connection between Utilities and over 8,000 commercial customers in support of a healthy economy, as well as nearly 70,000 residential customers. In 2021, CE offered 211 engagement opportunities for 5,939 community members. CE has combined with the Customer Accounts (CA) team, creating an integrated team that meets the needs of both residential and commercial customers.

CE provides internal and external services: public engagement planning and implementation, including education for community members and business customers; community sponsorship opportunities; programs to support low income and historically underrepresented customers through Utilities Affordability Programs (UAP); and direct support for Utilities Key Accounts. CE also manages Utilities' employee engagement, including a cross departmental WC team and Utilities wide peer recognition.

Our team strives to be inclusive when designing and implementing opportunities. The spectrum of customer needs, age, race, ethnicity, religion, sexual orientation, gender, mental and/or physical ability, and socioeconomic status are considered to design customer-centric activities to reach more people, more effectively.

Engagement is essential and expected of a public Utility and is a cornerstone in Utilities' efforts to build and maintain strong relationships with the public and key stakeholder groups. Community relationships are critical to the organization's reputation and provide the ability to successfully accomplish strategic objectives.

This Offer supports the following Strategic Objectives:

- HPG 7.1 - Provide world-class municipal services, while recognizing the importance of multi-sector relationships and partnerships at all levels.
- HPG 7.3 - Engage the community more effectively with enhanced inclusion of diverse identities, languages and needs.
- ECON 3.3 - Support local businesses by engaging in opportunities for business revival with a focus on the Recovery Plan.

3.13 Utilities: CS&A - Utilities Water Director's Office - *Offer Type: Ongoing - Funded* 2023 - \$941,703 2024 - \$969,556

This offer funds the new Utilities Water Director's Office, which provides leadership and management for the three Water service areas (Water, Wastewater, and

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Stormwater). The Water Departments of the Fort Collins Utility include Water Supply and Storage, Water Treatment, Regulatory Affairs, Laboratory Services, Stormwater Improvements, Floodplain Protection, and Water Reclamation & Biosolids. The executive office consists of the Water Director, Administrative Assistant, and a Safety and Training position.

Expenses to be covered from this fund are overall administrative, training and external consulting expenses. Additionally, technology needs such as hardware, software and associated maintenance will be part of this fund. Consulting services may be used for additional staff that would report to the Utilities Water Executive Director and additional organizational assessments and change management needs.

This Offer supports the following Strategic Objectives:

- HPG 7.1 - Provide world-class municipal services, while recognizing the importance of multi-sector relationships and partnerships at all levels.
- SAFE 5.5 - Provide and maintain reliable utility services and infrastructure that directly preserve and improve public health and community safety.

3.14 Utilities: CS&A - Finance and Asset Management - Offer Type: Ongoing - Funded

2023 - \$3,935,027

2024 - \$4,103,991

This offer funds the Utilities Asset Management and Strategic Finance (USF) departments. USF works collaboratively with all Utility departments and the City's Finance Department to provide financial services and financial management for the four utility enterprise funds and the utilities' internal services fund.

Strategic Financial Planning provides long-term solutions to address challenges and opportunities related to fiscal sustainability – balancing revenues, expenditures, risk (liability), and community expectations, specifically addressing adequacy and resiliency of revenues for anticipated capital investments. The community benefits from such through lower utilities bills and more gradual and modest rate adjustments when necessary, as well as the long term rate forecasting that allows for long term budgeting for commercial customers.

Services provided through this offer include:

Financial Operations: • Financial reporting and analysis • Budget preparation and monitoring • Debt management • Purchasing • Processing accounts receivable and payable • Calculating and administering plant investment and electric fees for new development • Collection of water rights and cash in lieu of water rights • Coordinating transfer of customers in annexed areas • State and Federal reporting • Grant reporting

Billing and Accounts Receivable (A/R): • Generating 87,000+ bills monthly (44% electronically mailed) • Processing bill payments exceeding \$220M annually • Assisting with financial audits • Processing revenue payments for other City departments • One A/R Rep is shared with City Finance

Strategic Financial Planning: • Long-term financial planning • Revenue requirements and revenue projections • Rate design and administration • Cost of service analysis • Developing Plant Investment Fee rates

Asset Management: • Asset performance • Asset reliability and lifecycle analysis • Asset management best practices • Computerized Materials Management System

HIGH PERFORMING GOVERNMENT

This Offer supports the following Strategic Objectives:

- HPG 7.1 - Provide world-class municipal services, while recognizing the importance of multi-sector relationships and partnerships at all levels.
- HPG 7.7 - Address current and long-term projected gap between available revenue and resources, and what is required to meet service levels set by adopted plans.
- HPG 7.8 - Evaluate the City's assets and infrastructure to most effectively prioritize funding that best maintains and protects those investments, while improving the customer experience.

3.15 Utilities: CS&A - Support Services and Wellness - Offer Type: Ongoing - Funded

2023 - \$1,245,713

2024 - \$1,259,172

This offer provides funding (\$1,121,330 in 2023 and \$1,130,813 in 2024) for shared building support services at the Utilities Service Center, as well as 222 Laporte Ave., and funding (\$123,876 in 2023 and \$126,988 in 2024) to support the Wellness Program staff and facilities at three Utility locations.

Building Support Services funded through this offer include:

- regular building maintenance
- utilities
- janitorial services
- after-hours security services

This offer also supports the employee Wellness program. Services and programs funded or partially funded by this offer:

- Managing, maintaining and equipping three exercise rooms – Utility Service Center, Drake Water Reclamation Facility and the Water Treatment Facility
- Providing on-site flu shot clinics
- Providing on-site health screening events
- Administering the annual Well Days Incentive Program
- Offering 3-4 mini-incentive programs annually
- Incentives to participate in programs, typically \$25-\$100 Downtown Gift Cards
- Providing ergonomic services
- Conducting fitness assessments
- Providing personalized exercise programming
- Coordinating various personal enrichment classes and educational opportunities in the areas of stress management, nutrition, group exercise, mindfulness, financial wellness, weight management, mental health and more
- Providing guidance and wellness coaching
- Annual Health Fair
- Annual Fun Run/Walk
- Support to work groups in addressing wellness needs
- Coordinating on-site blood drives and mammography events

The Wellness Program improves the health and wellbeing of the classified and hourly workforce and their families through wellness programming. The Wellness team is dedicated to reducing safety and health risk factors at work and home.

HIGH PERFORMING GOVERNMENT

This Offer supports the following Strategic Objectives:

- HPG 7.8 - Evaluate the City's assets and infrastructure to most effectively prioritize funding that best maintains and protects those investments, while improving the customer experience.
- HPG 7.5 - Foster a culture of physical and psychological safety, resilience, wellness and sustainability across the City organization.

3.16 Utilities: CS&A - Utilities Executive Director's Office - Offer Type: Ongoing - Funded

2023 - \$1,710,792

2024 - \$1,756,602

This offer funds the Utilities Executive Director's office, which provides leadership for the Utilities service area consisting of 420+ employees in four Enterprise Funds and one internal services fund by directing the creation and execution of policies, procedures and operations in achieving the Community Dashboard results. This is achieved by executing the policies and plans approved by City Council in providing competitively priced, reliable, and environmentally sustainable services and programs that exceed customer expectations while being good stewards of ratepayer assets.

The Executive Director serves as a member of the City Manager's Executive Lead Team and Leadership Link to participate in decision-making and information sharing at the executive level, providing continuity of leadership for sustainability and performance excellence. The Executive Director also develops key relationships with stakeholders and the community that are critical for success, including serving on the Board of Directors for Platte River Power Authority. The functions of Administrative Services and the Records Management Program also report out of the Executive Director's office.

This Offer supports the following Strategic Objectives:

- HPG 7.1 - Provide world-class municipal services, while recognizing the importance of multi-sector relationships and partnerships at all levels.

3.17 Utilities: CS&A - Customer Care & Technology - Offer Type: Ongoing - Funded

2023 - \$2,143,979

2024 - \$2,240,823

Funding this offer will allow Utilities Customer Care & Technology (CCT) to continue to deliver outstanding service to Utilities and Connexion customers. CCT staff provides customer service and operations support on behalf of the electric, water, wastewater, stormwater and broadband (internet, phone and TV) utilities. This includes processing transactions for service and payments totaling approximately \$221 million in 2021 through the Utilities Customer Information System (CIS).

The Utilities contact center supports these telephone queues: Utilities and Connexion Customer Service, payments, delinquent accounts, and the Utility Service Center switchboard. Transactions include establishing or discontinuing service; taking payments; responding to outages and emergencies; explaining utility bills and rates; educating about utility service options, packages and programs; and answering general inquiries. Employees staff the 222 Laporte Ave. counter for payments, service transactions and ID verification. In 2021, staff assisted customers with nearly 150,000 transactions.

In addition, CCT staff read manual meters (per customer request), connect and disconnect metered services, review and inspect residential solar installations, and manage accounts with the collections agency.

CCT is the system owner for the mission-critical Customer Information System(s) (CIS), which integrates with multiple technology systems and vendors to maintain CCT's Cycle of Service. CCT staff provide system ownership, functional support and/or implementation leadership for two CIS systems (utilities and broadband). This team also provides employee training and coordinates compliance with local, state and federal regulations and policies.

HIGH PERFORMING GOVERNMENT

This Offer supports the following Strategic Objectives:

- HPG 7.1 - Provide world-class municipal services, while recognizing the importance of multi-sector relationships and partnerships at all levels.

3.18 Utilities: CS&A - 1.0 FTE Financial Analyst II - Offer Type: Enhancement - Funded

2023 - \$97,794

2024 - \$97,015

This offer would add a Financial Analyst (FA) to the department. Over the past decade there has been a significant increase in the workload for the two existing FA positions within Utilities Strategic Finance. Those two positions were Financial Analyst II until a re assessment of the job duties in early 2022 resulted in those positions being reclassified as Senior Financial Analysts. This adjustment addresses some of the increasing complexity of the positions but not the actual workload. Over the past five years the amount of open capital work has increased by 22%, putting strain on the two existing analysts to keep up with the new capital projects. The Purchasing Department has increased its staffing for Utilities from 1.0 Buyers to 2.5 Buyers to meet the workload associated with this increase while the analytical support has not been increased. During this same period operating revenues have increased 11% while operating expenses have increased 6%. More financial scrutiny is necessary as rate pressures increase from recent rate adjustments, requiring more analytical time and resources.

Looking forward, financial plans have been developed for each utility that require updating financial models ahead of the two year budget cycle so that rate and debt forecasts can be presented to the Council Finance Committee for consideration. Currently this analysis is being done primarily by the department director and needs to be transitioned to the Financial Analysts to ensure continuity and more in depth analysis. The Capital Improvement Plans indicate two to three times as much capital work is expected over the coming decade as there has been in the past, which will require more time of the Financial Analysts to create, analyze and closeout. Much of this capital work will need to be financed through debt issuances, which will also require significantly more analysis and documentation for underwriting and annual rating reviews.

This Offer supports the following Strategic Objectives:

- HPG 7.1 - Provide world-class municipal services, while recognizing the importance of multi-sector relationships and partnerships at all levels.

3.19 Utilities: CS&A - Communications and Marketing & Deputy Director - Offer Type: Ongoing - Funded

2023 - \$875,379

2024 - \$908,776

By funding this offer, Utilities: Customer Service & Administration Communications & Marketing (C&M) will continue to provide support to Utilities customers and employees for all Utilities service units.

C&M activities include sharing information about and promoting our core services and operations, large and small capital infrastructure projects, energy and water conservation programs, income qualified assistance programs and other customer focused efforts, including annual rate communications. Website and social media creation and management, media support and 24/7 outage and emergency management communications also are managed in this department.

Working in close collaboration with the City's Communications & Public Involvement Office (CPIO) and Graphics division, C&M strategically plans and manages large and small campaigns, which include:

- Community wide outreach campaigns (rates communications, billing system changes/upgrades, affordability programs, conservation programs)
- Large capital project communications (Oak Street SW project, Mulberry Sewer Project, Pitkin Street Stormwater, etc.)
- Smaller capital and O&M projects (alley sewer relining, Poudre riverbank improvements, water and sewer infrastructure improvements, etc.)

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- Stormwater, Water/Wastewater and other master planning communications, including assistance with virtual open houses, signage and website creation/updates
- Ongoing campaigns such as What Not to Flush, water and energy conservation programs, income assistance programs and rate information
- Internal information sharing to the 400+ employees in multiple Utilities facilities including building signage as needed and the Employee Bulletin (employee newsletter, written and produced by C&M, with a 44% readership rate).

The focus of all external C&M communications is accessibility to varied Utilities information for all customer segments and targeted demographics (UAP programs).

This Offer supports the following Strategic Objectives:

- HPG 7.1 - Provide world-class municipal services, while recognizing the importance of multi-sector relationships and partnerships at all levels.
- HPG 7.3 - Engage the community more effectively with enhanced inclusion of diverse identities, languages and needs.
- HPG 7.6 - Optimize technology, data analysis and process improvements to innovate, guide decisions and enhance service delivery.

3.20 Utilities: CS&A - Customer Operations Support - Offer Type: Ongoing - Funded

2023 - \$379,567

2024 - \$437,561

Funding this offer provides Customer Connections Service Unit (CCSU) staff, programs and projects access to systematic tools and processes to support effective administration, data management, data analysis and program evaluation. The team further provides support for accurate customer data requests, general administrative needs, building operations at 222 Laporte Ave. and leading/implementing service unit-wide projects. A key function of this team is managing a consistent approach for evaluating customer-facing energy efficiency, water conservation, and affordability programs.

The Customer Operations Support (COS) team interfaces with internal and external customers and strives to meet customer needs through exceptional customer service, communication, planning, facilitation, process improvement and documentation, engagement, and translation services to work with staff and customers in a proactive, effective and efficient manner.

COS staff manage project and program management processes to ensure new and existing CCSU programs and projects are cost effective, aligned to strategic goals and meet community needs. COS is responsible for outcome measurement and performance management through periodic program evaluations, metrics and tracking. Since 2019, 38 program evaluations have been completed, with nine more scheduled in 2022.

The COS team supports Community Engagement and Communications & Marketing teams to reach all Utilities customers and vulnerable populations in addition to mass and targeted communications. COS manages equipment inventories and special projects for the Customer Care & Technology team as well as direct support for the Deputy Director and back up support for the Utilities Executive Director.

COS works with various teams throughout the organization to provide project & program management best practices & resources (e.g., Project Management Resource Group) & aligns work, templates & methodologies to FC Lean & the Program Evaluation Team.

This Offer supports the following Strategic Objectives:

- HPG 7.1 - Provide world-class municipal services, while recognizing the importance of multi-sector relationships and partnerships at all levels.
- HPG 7.6 - Optimize technology, data analysis and process improvements to innovate, guide decisions and enhance service delivery.
- HPG 7.8 - Evaluate the City's assets and infrastructure to most effectively prioritize funding that best maintains and protects those investments, while improving the customer experience.

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3.22	Utilities: CS&A - Customer Experience Consulting - Offer Type: Enhancement - Funded	2023 - \$80,000
		2024 - \$88,000

Funding this offer will allow CCT to leverage expert consultation services in customer experience. We will seek expert advice and online resources and research to help guide Utilities and Connexion customer service as it evolves. Topics range from ideal staffing levels, metrics and technology systems to help support the exceptional customer experience the City desires. CCT will participate in benchmarking efforts to determine how our service compares with other utilities and businesses in order to identify opportunities for improvement. This will allow CCT to continue to evolve as operations expand with broadband sales, customer self service and more. It will also help us draft budget offers with supporting data and guide data based decision making.

This Offer supports the following Strategic Objectives:

- HPG 7.1 - Provide world-class municipal services, while recognizing the importance of multi-sector relationships and partnerships at all levels.

3.23	Utilities: CS&A - Wood Street Facilities Asset Renewal Program - Offer Type: Enhancement - Funded	2023 - \$1,100,000
		2024 - \$1,100,000

Funding this offer will address a combination of equity- and building code-related restroom, locker room, and work area renovations at the 700 Wood Street Utilities Service Center campus. It will fund major replacement projects associated with end of lifecycle, obsolete or failing HVAC, mechanical, security and structural assets that were identified in a condition assessment performed in 2022.

Some buildings at the 700 Wood Street campus date back to the 1960s, and some areas have not been renovated since the 1980s, therefore some restroom areas are not in compliance with the current ADA code. Office space is tight in the water field operations crew areas resulting in dangerous pedestrian pinch points and over crowded work areas. Locker room facilities in the water field operations area are inadequate for today's workforce that includes a more gender diverse workforce. In recent years, frequent equipment failures have occurred with automatic vehicle gate systems and spare parts for that equipment has become obsolete and unavailable. Several security cameras are in poor condition and are at or nearing the end of their lifecycles.

This Offer supports the following Strategic Objectives:

- HPG 7.8 - Evaluate the City's assets and infrastructure to most effectively prioritize funding that best maintains and protects those investments, while improving the customer experience.

3.24	Utilities: CS&A Enhancing Utilities Communications - Offer Type: Enhancement - Funded	2023 - \$56,000
		2024 - \$94,000

This offer will fund critical Utilities communication about services and rates. It provides additional funding to communicate in multiple languages and formats to reach historically underserved audiences. It also includes adding the stormwater utility in survey questions. Primary audiences are nearly 70,000 residential customers and 8,000+ commercial customers. This offer has four communication enhancement strategies.

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This Offer supports the following Strategic Objectives:

- HPG 7.1 - Provide world-class municipal services, while recognizing the importance of multi-sector relationships and partnerships at all levels.
- HPG 7.3 - Engage the community more effectively with enhanced inclusion of diverse identities, languages and needs.
- HPG 7.6 - Optimize technology, data analysis and process improvements to innovate, guide decisions and enhance service delivery.

3.26 1.0 FTE Lead Safety Specialist for Light & Power - Offer Type: Enhancement - Funded

2023 - \$89,562

2024 - \$108,592

This offer will fund an additional 1.0 FTE Lead Safety Specialist (LSS) to help with the City's workforce safety initiatives specifically within the Light & Power utility. This offer will help support electric crews by having more hours to dedicate to their specific work safety issues.

One group that has self identified as needing additional time with a LSS is the electric utility field crews. This offer will provide a dedicated LSS which will provide the same level of focus on safety training and support as the current level of service being provided to the field crews serving the other utilities. They have a range of known hazards and emerging hazards as their work changes. The new LSS would create the opportunity for a much greater focus on safety issues specific to electric field crews and the ability to help them improve staff safety.

The role of an LSS is to form a strong relationship with the groups they work with and to become their safety resource and advocate. The more time an LSS can spend with the group, the more they can understand the work performed and then identify hazards and solutions to the hazards. This can include small, quick fixes all the way to large ongoing projects with high costs and changes to facilities. Having the time to spend on those projects is important to create sustainable safety for affected employees.

This Offer supports the following Strategic Objectives:

- HPG 7.5 - Foster a culture of physical and psychological safety, resilience, wellness and sustainability across the City organization.

10.1 Purchasing and Procurement Services - Offer Type: Ongoing - Funded

2023 - \$657,430

2024 - \$684,848

This offer funds the continued budget for Purchasing (5.5 FTE +\$19k Spending). Purchasing provides City departments with a centralized resource for competitive procurements in compliance with Municipal Code and grants.

Procurement collaborates Citywide to develop and manage the selection of suppliers utilizing Requests for Proposals (RFPs), bids and quotes. Purchasing plays an integral role in negotiating pricing and contract terms, and provides oversight of supplier performance and dispute resolution. Purchasing is also charged with the responsibility to dispose of surplus City property. Purchasing facilitates and manages all City purchases of services, professional services, construction and materials with a cost exceeding \$7,500. All orders over \$60,000 must be formally competitively bid. Citywide, there are seven buyers (including the Purchasing Director) and as City activity has increased, this group has supported a significant increase in the number and complexity of competitive purchases. During the period between 2013 and 2021, the volume of competitive purchases increased approximately 25% with no change in headcount. In 2020 the average yearly dollar amount per buyer was \$34M averaging 281 procurements per year executed by each buyer. This group has been effective in streamlining contracts and contract renewals through DocuSign. In addition, during this time period the proportion of bids to RFPs increased from 57% in 2014 to 77% in 2021. The level of effort and resources required to process an RFP is significantly more than a regular bid, which in turn adds to the procurement workload.

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Purchasing enables the City to offer the community world-class municipal services and ensures stewardship of tax payer funds. The community benefits greatly by Purchasing's execution of purchases utilizing grant funds from the Federal Transportation Administration, Federal Highway Administration, Community Development Block Grants, and American Rescue Plan Act.

This Offer supports the following Strategic Objectives:

- HPG 7.1 - Provide world-class municipal services, while recognizing the importance of multi-sector relationships and partnerships at all levels.

10.2 Accounting and Financial Transaction Services - Offer Type: Ongoing - Funded

2023 - \$2,012,800

2024 - \$2,097,310

This offer funds the ongoing budget for Accounting, Treasury, Payroll, Accounts Payable, and Business Intelligence (16 FTE + \$320k Spending). This group is essential for the City to maintain operations and give leadership the data to make decisions to further the City's objectives.

Accounting and Treasury: Responsible for the oversight of all City funds to stay in compliance with both state and federal rules and regulations. Accounting is responsible for publishing the City Annual Comprehensive Financial Report. Treasury is responsible for City cash management, investments and debt issuance. In 2021 Treasury managed over \$600M in assets across all funds.

Payroll: Responsible for processing the bi-weekly payroll and retirement contributions for the City of Fort Collins, Poudre Fire Authority (PFA), Poudre River Public Library District, and Downtown Development Authority (DDA). In 2021, 2,600 employees were paid each pay period, on average. Payroll also processes a monthly Pension and Council payroll, with an average of 275 former employees and Councilmembers paid.

Accounts Payable (AP): Responsible for processing all payments to vendors and non-taxable employee reimbursements. AP handles the payments to vendors for the City, PFA, Library District, and DDA. In 2021 AP processed over 75,000 vouchers for these various entities. The AP group is responsible for year end 1099M, 1099NEC forms, and e-filing to the IRS.

Business Intelligence: Designs, develops, tests and supports ongoing administration of the Financial Services Information Systems including selection, ongoing maintenance and optimization, troubleshooting, and business process design and improvement of software and hardware. Develops recurring or special reports as requested. Analyzes data and prepares reports to drive business decisions.

This Offer supports the following Strategic Objectives:

- HPG 7.2 - Maintain the public trust through a high performing Council, organizational transparency, legal and ethical behavior, and regulatory compliance.

10.3 Sales Tax Services - Offer Type: Ongoing - Funded

2023 - \$930,415

2024 - \$968,161

Sales and use taxes are the key source of funding for core government functions like safety, roads, multi-use path infrastructure and parks. This offer funds the ongoing budget for the Sales Tax Department that is responsible for sales and use tax revenue; 14 categories of licenses (sales and use tax, lodging, liquor occupation tax, short term rentals, tax exempt organizations, outdoor vendors, second-hand dealers, solid waste collectors, solicitor permits, places of entertainment, special vending events, Downtown concessionaires, movie theaters, pawn brokers, auctioneers and carnival/circuses); conducting sales, use and lodging tax audits; and providing world-class customer service to residents and business.

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The Sales Tax Department (7 FTE) is responsible for over 50% of City governmental revenue. The department oversees sales and use tax collections and 14 categories of licenses. This group also conducts sales, use and lodging tax audits; enforces City Code requirements; and runs the annual grocery rebate program.

In 2021, annual revenue processed by the Sales Tax office was approximately \$159M being remitted by approximately 14,500 businesses.

The Sales Tax office also issues separate licenses for lodging, liquor occupation tax, short-term rentals, tax-exempt organizations, and outdoor vendors, among many others.

This Offer supports the following Strategic Objectives:

- HPG 7.7 - Address current and long-term projected gap between available revenue and resources, and what is required to meet service levels set by adopted plans.

10.4 Strategic Financial and Budgeting Services - *Offer Type: Ongoing - Funded*

2023 - \$1,179,312

2024 - \$1,231,498

Funding this offer provides budget for strategic financial programs that help give the City important insight into how to most effectively and efficiently utilize taxpayer dollars. These services are comprised of strategic financial activities and budget related processes. The primary functions are to improve visibility and understanding of critical financial issues, identify potential solutions to those issues, influence and inform decisions, and drive improvements to help achieve the City's financial objectives. This work impacts executive-level strategy all the way through day-to-day operations.

The Strategic Finance portion of this offer drives financial data collection, analysis and reporting, as well as support for the City's Financial Analysts to ensure transparency and consistency across the City. It is also the advisor in financial decisions for all Service Areas within the City organization. These services result in sound and sustainable fiscal decisions to guide the issuance of debt, investment in development opportunities and capital projects. Strategic Finance is actively engaged with all departments and representatives of partnering entities. Sound analytical financial support is provided across the City, ensuring an experienced financial perspective is used in all decisions to steward City assets.

This offer also includes the development of the City's Biennial Budget, which is intended to resource the City's adopted Strategic Plan. It also supports the various supplemental appropriations (expense authorizations) approved by City Council. The City's Performance Measurement program is also funded with this offer and is integrally linked to both strategy and budget, including the execution of the Community Dashboard and reporting for executive performance management.

The work described above allows City leaders and elected officials to make prudent financial decisions with transparency for all residents and businesses in our community.

This Offer supports the following Strategic Objectives:

- HPG 7.7 - Address current and long-term projected gap between available revenue and resources, and what is required to meet service levels set by adopted plans.
- HPG 7.1 - Provide world-class municipal services, while recognizing the importance of multi-sector relationships and partnerships at all levels.
- HPG 7.6 - Optimize technology, data analysis and process improvements to innovate, guide decisions and enhance service delivery.

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10.5 Program Evaluation and FC Lean - *Offer Type: Ongoing - Funded*

2023 - \$338,575

2024 - \$353,607

This offer funds the Performance & Program Evaluation (P&PE) and FC Lean programs. These programs have demonstrated success in evaluating whether City programs are meeting the expectations established prior to their implementation, and helping work teams improve processes to increase capacity, reduce errors and improve customer satisfaction.

P&PE provides an opportunity for executive leadership to review the purpose and objectives of a new or ongoing program, assess its performance in meeting its goals and objectives, and identify opportunities for improvement. Evaluations include a thorough program history, process documentation, internal and external interviews, benchmarking, research and analysis. Specific findings and recommendations are provided to the executive leadership and program teams to improve their efficiency and effectiveness. Evaluation results are presented to executive leadership for discussion and follow ups are performed after one year to review the status of recommendations.

FC Lean is comprised of two components. The first is training that is separated into two types: Lean Basics (an introductory course to teach students to improve smaller processes) and Lean Managers (to help managers support continual improvement). The second component, and primary focus of the program, is the results of process improvement projects led by FC Lean staff. Other product offerings include "Process Builder" to create/document processes that don't currently exist and "Project Facilitation" to help teams collaborate, identify helpful tools and achieve desired results.

Most recently, FC Lean staff has been learning organizational change management (OCM) techniques and strategies. OCM focuses on the people side of change, which is paramount to the adoption and sustainable success of any project. To realize the very tangible benefits of OCM, Enhancement Offer 10.8 is being submitted for consideration for funding in 2023 2024.

This Offer supports the following Strategic Objectives:

- HPG 7.6 - Optimize technology, data analysis and process improvements to innovate, guide decisions and enhance service delivery.
- HPG 7.1 - Provide world-class municipal services, while recognizing the importance of multi-sector relationships and partnerships at all levels.

10.6 City Give Programs and Services - *Offer Type: Ongoing - Funded*

2023 - \$160,590

2024 - \$161,181

In 2019, the City of Fort Collins launched City Give, a philanthropic initiative that creates an operational structure for charitable giving to the City. This in-house approach to philanthropy allows the City to respond to strategic projects and community needs that fall outside the normal City budget priorities but are well positioned for private funding.

Benefits of this program include the consistent standards and practices of fundraising activities; serving as a platform for community-driven philanthropic partnerships; and increasing the City's capacity for charitable contributions. This contracted position will:

- Improve the current process of City fundraising by establishing and coordinating protocols and tools to ensure effective Citywide fundraising practices, financial governance, and donor and community relationship management.
- Prioritize efforts with internal departments based on size, complexity and significance of the fundraising campaigns.
- Provide training, support and guidance to both internal staff and external fundraising groups.

Revenue as City Give's performance measure is difficult as the work reflects departments' varied resources for fundraising, philanthropic partnerships that depend on

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resident leadership, and fundraising campaigns in various stages. Yet, there are large buckets to measure the impact of City Give: overall philanthropic revenue to the City in 2021 was approximately \$4M.

This Offer supports the following Strategic Objectives:

- HPG 7.7 - Address current and long-term projected gap between available revenue and resources, and what is required to meet service levels set by adopted plans.
- HPG 7.2 - Maintain the public trust through a high performing Council, organizational transparency, legal and ethical behavior, and regulatory compliance.

10.7 City Give Resources - Offer Type: Enhancement - Unfunded

2023 - \$85,000

2024 - \$85,000

In 2019, the City of Fort Collins launched City Give, that allows the City to respond to strategic projects and community needs that fall outside the normal City budget priorities but are well positioned for private funding.

However, the tools and resources necessary for fundraising aren't typical for a City enterprise--so gaps exist and prevent us from fully fundraising. Currently, the City Give Director's primary role is building of the program: standards and practices of fundraising activities; managing community-driven philanthropic partnerships; and increasing the City's capacity for charitable contributions.

There are many City strategic objectives, departments, one time projects and Council priorities well positioned for private funding. However, City staff are content experts but not trained fundraisers. City Give lacks the staffing and resources to proactively pursue philanthropic revenue. Which means the City "leaves money on the table."

This offer funds contracted services of a part time Fundraising Coordinator. It also funds the development of a robust, interactive City Give website which is equally critical to successful, secure fundraising. The City's current web platform is structured for public engagement but not well suited for an engaging, fundraising platform. A City Give website will allow community givers to make online gifts in a secure, responsive platform.

Fundraising statistics determine for every .20 invested in fundraising, the return equals \$1.00. This means there is a tremendous opportunity for this offer--tools essential to effective fundraising-- to result in additional capacity and dollars raised.

This Offer supports the following Strategic Objectives:

- HPG 7.7 - Address current and long-term projected gap between available revenue and resources, and what is required to meet service levels set by adopted plans.
- HPG 7.2 - Maintain the public trust through a high performing Council, organizational transparency, legal and ethical behavior, and regulatory compliance.

10.8 Organizational Change Management Program & 1.0 FTE Program Manager - Offer Type: Enhancement - Unfunded

2023 - \$65,650

2024 - \$211,242

Organizational Change Management (OCM) is a new capability the City of Fort Collins is incorporating. In 2022, key executive leaders are investing in an assessment and education in change management (CM) outside of this offer. The organizational assessment is an executive-level assessment that will direct our change management implementation strategy. The additional education is also directed toward executive leaders to give them the foundational knowledge to best support

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organizational changes. Both activities will provide information needed to best implement a change management strategy.

CM is a structured framework used to support the people side of change that will:

- Increase project success and implementation
- Increase our ability to handle more, bigger and complex changes
- Increase the ability to understand and manage change saturation

Funding this offer will prepare the organization to support the initial implementation of a CM strategy by funding a 1.0 FTE to manage the program (the position will start in 2024) and support CM on projects. The FTE is planned for 2024 to allow the organization time to put the pieces in place to set up the program for success. Meanwhile FC Lean will be supporting change management initiatives and strategic activities. Additionally, the offer funds a training budget needed to educate key staff in support of organizational changes. The training will be for those directly impacted by selected initiatives using CM support. By training within the context of projects and an aligned strategy, trainees will have a better opportunity to implement learnings in real time.

This offer is a strategic approach to implementing CM in our organization. Research shows that organizations that practice excellent CM achieve a 93% adoption of project objectives, versus poor techniques realizing a 15% adoption. Our organization will benefit from this offer as we become better stewards of tax dollars on future organizational changes.

This Offer supports the following Strategic Objectives:

- HPG 7.1 - Provide world-class municipal services, while recognizing the importance of multi-sector relationships and partnerships at all levels.
- HPG 7.6 - Optimize technology, data analysis and process improvements to innovate, guide decisions and enhance service delivery.

10.9	ARPA 1.0 FTE Contractual - Senior Buyer - Offer Type: 1-Time Enhancement - Funded	2023 - \$73,655
		2024 - \$98,769

This offer funds 1.0 contractual FTE to add a Senior Buyer to the Purchasing team to support procurements utilizing American Rescue Plan Act (ARPA) Funds.

As of April 15, 2022, the 2023-2024 BFO includes 43 offers totaling \$34,933,000 proposed to be funded by ARPA. In addition, there is an expectation that the City may be awarded additional ARPA grants as a subrecipient, which will require purchasing support in 2023-2024. To date, the City has received \$13,330,857 in non State and Local Fiscal Recovery Funds (SLFRF) grants in 2021-2022.

The volume and complexity of procurements supported by Purchasing continues to grow. This trend will accelerate with the significant increase in ARPA-funded projects for 2023-2024. ARPA-funded projects are increasing for the period 2021-2022 to 2023-2024 from approximately \$8,000,000 to \$28,000,000, excluding additional anticipated non SLFRF grants.

In addition to the increased volume required to support ARPA-funded projects, the level of complexity will increase significantly due to federal procurement regulations. All procurements exceeding \$7,500 that are funded by ARPA require compliance to federal procurement requirements stipulated by the Uniform Guidance. The federal procurement requirements are more stringent than the City's procurement code and demand a significant increase in the level of supporting documentation. Compliance to the federal procurement requirements is subject to annual audit and any deficiencies identified risk denial of reimbursement under ARPA.

Generally, a buyer will expend approximately twice the level of effort and time to execute a procurement utilizing federal funds versus a locally funded procurement. The addition of this contractual position is critical to support the added complexity and volume of work that Purchasing will be required to support. Without this additional

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headcount, lead time for purchases will be extended and compliance will be at risk.

This Offer supports the following Strategic Objectives:

- HPG 7.2 - Maintain the public trust through a high performing Council, organizational transparency, legal and ethical behavior, and regulatory compliance.
- ARPA Funding Recovery Theme: Economic Recovery

10.10 ARPA 3.0 FTE Contractual Recovery Positions - Offer Type: 1-Time Enhancement - Funded	2023 - \$0
	2024 - \$0

Ongoing salaries and benefits for three positions related to the ARPA recovery program. This funds the recovery office through 2024.

This Offer supports the following Strategic Objectives:

- HPG 7.1 - Provide world-class municipal services, while recognizing the importance of multi-sector relationships and partnerships at all levels.
- ARPA Funding Recovery Theme: Economic Recovery

10.11 ARPA Local Match for State Funds - Offer Type: 1-Time Enhancement - Funded	2023 - \$2,500,000
	2024 - \$0

This is a placeholder offer for the Council requested local match offer for ARPA funding

This Offer supports the following Strategic Objectives:

- HPG 7.7 - Address current and long-term projected gap between available revenue and resources, and what is required to meet service levels set by adopted plans.
- ARPA Funding Recovery Theme: Economic Recovery

10.12 Ongoing management of compensation adjustments for City talent - Offer Type: Ongoing - Funded	2023 - \$1,000,000
	2024 - \$500,000

The City's compensation philosophy is to provide pay that is externally competitive in both the public and private sectors and delivered within a sustainable financial model. As organizational needs change during the year and external competitive pressures occur, managers request compensation adjustments for their employees. As a result, we want to proactively budget for these requests by retaining dollars for utilization in 2023 for off-cycle changes needed for "hot spot" areas due to market conditions, reorganizations, regrades, and unbudgeted increases required for new hires offers, and internal compression issues.

This Offer supports the following Strategic Objectives:

- HPG 7.4 - Foster a sense of purpose, belonging and well-being in how we innovatively attract, develop and retain diverse talent to serve our community.

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12.1 Safety & Risk Management Programs and Services - Offer Type: Ongoing - Funded

2023 - \$7,895,826

2024 - \$8,301,215

Funding this offer will foster a culture of safety & risk management across the organization. This includes:

- Expertise to partner with all departments to prevent injuries, lower claims costs and exposures, and conduct safety audits.
- Providing safety equipment such as winter walkers, prescription safety glasses and steel toe work boots; working with departments to find new Personal Protective Equipment (PPE) for new work or highly specialized work tasks.
- Offering a variety of safety training and resources from defensive driving to trenching and excavation safety; inspecting safety equipment such as fall protection gear air quality monitoring; required medical monitoring including hearing, respirator, pesticide applicators and blood borne pathogen; and lifesaving programs such as CPR and AED administration.
- CitySafe Occupational Health clinic for City employees with part-time Physician Assistant and full-time Occupational Health Nurse.
- Risk Information Management System to track all data.
- Insurance/Self Insurance Program Management including general liability, property liability, auto liability, arts (damage to City art pieces), equipment breakdown, excess workers' compensation (for claims over \$500K/750K), volunteer accident, fiduciary liability (covers financial mismanagement), cyber insurance, crime insurance (if City employees/officials commit a crime), flood and flood coverage for properties located in specifically designated flood zones, special coverage for law enforcement work. The self insurance program provides funds for the payment of self insured deductibles ranging from \$50,000 \$750,000 per claim.
- Development of an Enterprise Risk Management program at the City.

The offer supports regulatory requirements for Department of Transportation and commercial drivers as well as liability exposures for all City vehicle drivers by maintaining driver files and conducting motor vehicle records checks biannually on all drivers.

This Offer supports the following Strategic Objectives:

- HPG 7.5 - Foster a culture of physical and psychological safety, resilience, wellness and sustainability across the City organization.

12.2 Increase in Provider Availability for Occupational Health - Offer Type: Enhancement - Funded

2023 - \$45,600

2024 - \$45,600

This offer will fund 8 additional hours of Physician Assistant (PA) coverage at the CitySafe clinic, the Occupational Health clinic for the City of Fort Collins. The primary users of this additional time will be City employees who need to have their Department of Transportation (DOT) physical exam for their Commercial Driver's License (CDL), injured employees needing care or follow-up visits for a work injury, and candidates who are required to have a Post-Offer Employment Test.

The clinic currently has a PA available 12 hours a week. During this time, the PA sees visits for DOT physicals, initial Work Comp (WC) injury visits, follow-up visits for WC injuries, and walk-in cases. The City has been working to have the majority of employee DOT physicals done at CitySafe. This helps the City in several ways. A central location close to the majority of City facilities reduces employee travel time to and from appointments. The clinic has a well-structured program to minimize any wait time, also saving employee time. The provider is able to create a follow-up program for a driver with health concerns that supports the driver, the City, and federal law. This program has been well received and used by City staff. The PA also makes WC visits more efficient. The connection with UHealth helps facilitate quick and effective communication between Safety & Risk Management and WC providers, allowing for better care and return-to-work opportunities.

The additional 8 hours would increase the City's ability to provide these services. While still not common, there have been cases where clinic has been too busy to accommodate appointment requests. A future goal is to also have the clinic be a provider of Post-Offer Employment Testing for candidates. This would help streamline that process and improve understanding of this part of the hiring process with hiring managers.

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This Offer supports the following Strategic Objectives:

- HPG 7.5 - Foster a culture of physical and psychological safety, resilience, wellness and sustainability across the City organization.

12.3 Post-Offer Employment Testing & Physical Demand Assessment - Offer Type: Enhancement - Funded 2023 - \$20,000 2024 - \$20,000

Funding this offer will allow the City to hire people who are physically able to meet the identified demands of their potential job as well as allow improved management and care of work-related injuries. This program will support Safety & Risk Management, Human Resources, the City Attorney's Office, and managers, both those hiring identified positions as well as managers of employees who have been injured.

A Physical Demands Assessment (PDA) is an assessment of the physical demands of a job by looking at the essential functions of that position. The PDA provides a report that states requirements such as weight lifted, twisting, stooping, and crawling, to list a few tasks. This report can be used in two ways by the City, to assist with returning to work after a work-related injury and as part of Post-Offer Employment Testing (POET).

When an employee is injured at work, they are under the care of a Work Comp medical provider. An up-to-date PDA is given to the provider, who then creates the list of work restrictions that allows the employee to return to work safely with their work modified to what they can do. The POET is used in the hiring process for specific positions at the City and is created from the PDA. Once a candidate is selected, they are made an offer that is conditional on their ability to perform the essential functions of the job. The candidate goes to a WorkSteps clinic approved by the City, where the clinic tests to determine if they can do the job.

This program will help improve the safety of City staff as well as the safety of those who use City services. By ensuring that only people who can do the work are hired, the City avoids injuring new employees who were not capable of the essential functions. It helps facilitate a quicker return to work for injured employees, and it helps ensure that employees can perform their work, which includes operating safety equipment or emergency equipment, helping to keep the public safe.

This Offer supports the following Strategic Objectives:

- HPG 7.5 - Foster a culture of physical and psychological safety, resilience, wellness and sustainability across the City organization.

15.1 Fleet Fuel - Offer Type: Ongoing - Funded 2023 - \$3,147,952 2024 - \$3,355,559

This offer will fund the purchase of fuel, operations and environmental compliance of 13 internal fuel sites, including a new site coming online in the fall of 2022, and a mobile fuel trailer. This offer includes the administration of various external fuel sites and supports the City's compressed natural gas, propane and electric charging infrastructure.

The projected per gallon/gallon equivalent pricing for both years 2023 2024 are:

- \$3.60 / Unleaded Gasoline
- \$3.90 / Biodiesel
- \$2.64 / Compressed Natural Gas (CNG) [Diesel Gallon Equivalent]
- \$2.60 / Propane

The fuel sites that this offer covers are:

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- 835 Wood Street (Gasoline, Biodiesel, Compressed Natural Gas, Propane)
- Transfort (Gasoline, Biodiesel, Compressed Natural Gas)
- Main Parks Shop (Gasoline, Biodiesel)
- Streets Facility (Compressed Natural Gas)
- Collindale Golf Course (Gasoline, Biodiesel)
- Southridge Golf Course (Gasoline, Biodiesel)
- Spring Canyon Parks Shop (Gasoline, Biodiesel)
- Fossil Creek Parks Shop (Gasoline, Biodiesel)
- Police Services (Gasoline)
- Laporte Water Treatment Facility (Biodiesel)
- Hoffman Mill Recycling Site (Gasoline, Biodiesel)
- Meadow Springs Ranch (Gasoline, Biodiesel)
- Mobile Fuel Trailer (Biodiesel)
- East Side Park Shop New (Gasoline, Biodiesel)

This Offer supports the following Strategic Objectives:

- HPG 7.1 - Provide world-class municipal services, while recognizing the importance of multi-sector relationships and partnerships at all levels.
- ENV 4.1 - Intensify efforts to meet 2030 climate, energy and 100% renewable electricity goals that are centered in equity and improve community resilience.

15.2 Fleet Maintenance - Offer Type: Asset Management-Ongoing - Funded

2023 - \$7,154,166

2024 - \$7,402,311

This offer will fund vehicle and equipment maintenance for over 2,000 City vehicles, equipment and attachments.

Fleet maintenance includes, but is not limited to, repairs, preventative maintenance, Department of Transportation (DOT) inspections, parts inventory, after-hours call-outs, bus cleaning, bus fueling, remote service calls, and after hours snow equipment maintenance.

Fleet rentals provides rental services for departments to check out a vehicle from the City's vehicle pool program or facilitate the rental of equipment or vehicles from outside vendors on an as-needed basis.

This offer is fully funded by departments that utilize these services.

Highlights of this offer:

- Fleet maintenance activities at four shops
- Three parts locations
- Fleet rental and pool vehicle programs
- Transfort shop – 3 shifts open nearly 24/7/365
- On-call roadside service 24/7

The staffing in this offer includes:

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- 18 Technicians
- 3 Parts Assistants
- 1 Parts Supervisor
- 3 Shop Supervisors
- 1 Planner, Scheduler
- 1 Fleet Supervisor
- 5 Maintenance Workers
- 4 part-time Shop Helpers
- 3 Bus Fuelers
- 2 part time Bus Fuelers

This Offer supports the following Strategic Objectives:

- HPG 7.8 - Evaluate the City's assets and infrastructure to most effectively prioritize funding that best maintains and protects those investments, while improving the customer experience.
- HPG 7.1 - Provide world-class municipal services, while recognizing the importance of multi-sector relationships and partnerships at all levels.

15.3 Facility Maintenance - *Offer Type: Asset Management-Ongoing - Funded*

2023 - \$5,603,305

2024 - \$5,716,114

This offer will fund all building maintenance for over 101 City facilities encompassing nearly 2 million square feet.

Highlights in this offer are:

- Electrical maintenance
- Heating ventilation and air conditioning (HVAC)
- Aquatics maintenance and chemical management for six swimming pools and associated spas
- Keys and access control
- General maintenance, furniture setup/teardown, and alterations
- Security service patrols, snow removal, and pest control at some facilities

This offer requests \$5 million in General Fund while \$1.4 million is recouped through charge backs to departments outside of the General Fund.

The financial breakdown of this offer is:

- General Maintenance: \$3.5M (e.g., all building interior and exterior repairs under \$20,000)
- HVAC: \$1.3M (e.g., all mechanical repairs and replacements under \$20,000)
- Electrical: \$0.8M (e.g., all personal protective gear for technicians)
- Aquatics: \$0.7M (e.g., all chemicals for pools)
- Locks and Access Control: \$0.2M (e.g., all keys, locks, door hardware, and access control hardware/software)

This offer does not include utilities or custodial services. Those costs are included in Offer 15.8.

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This Offer supports the following Strategic Objectives:

- HPG 7.1 - Provide world-class municipal services, while recognizing the importance of multi-sector relationships and partnerships at all levels.
- HPG 7.8 - Evaluate the City's assets and infrastructure to most effectively prioritize funding that best maintains and protects those investments, while improving the customer experience.

15.4 Facility Major Maintenance - Offer Type: Asset Management-Ongoing - Funded

2023 - \$550,000

2024 - \$550,000

Funding this offer will allow for necessary major maintenance to major systems or components that are either at the end of their life or are life safety items.

Details and estimates included in this offer are:

2023:

- \$150,000 for an enclosed chemical storage area to separate chemicals used in pools. This will eliminate corrosiveness to other components and protect against the potential of mixing dangerous chemicals together.
- \$150,000 for parking lot maintenance. This includes patching, resurfacing, striping, etc. in an effort to protect the surface lots and prevent more costly future repairs.
- \$123,000 to replace the existing fire alarm system at the Pottery Studio and the CitySafe Clinic.
- \$75,000 to replace emergency exit stairways at Club Tico. These stairs are required for emergency exits and are failing due to age and the environment.
- \$52,000 to replace Ultraviolet systems used for the pool and spa system at the Senior Center. These systems protect patrons from dangerous parasites and help maintain good indoor air quality.

Total: \$550,000

2024:

- \$185,000 for parking lot maintenance. This includes patching, resurfacing, striping, etc. in an effort to protect the surface lots and prevent more costly future repairs.
- \$167,000 to replace outdated fluorescent lighting over the ice rinks at EPIC with longer-lasting and more energy-efficient LED fixtures.
- \$80,000 to replace EPIC mechanical system pumps and motors with greater efficiency.
- \$73,000 to replace pool circulation pumps and filtration equipment at the City Park Pool.
- \$45,000 to overhaul the ammonia chiller that serves the two ice rinks at EPIC. This system runs 24/7/365 to keep the ice at optimum temperatures.

Total: \$550,000

This Offer supports the following Strategic Objectives:

- HPG 7.1 - Provide world-class municipal services, while recognizing the importance of multi-sector relationships and partnerships at all levels.
- HPG 7.8 - Evaluate the City's assets and infrastructure to most effectively prioritize funding that best maintains and protects those investments, while improving the customer experience.

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15.5 Operation Services Administration - Offer Type: Ongoing - Funded

2023 - \$1,131,317

2024 - \$1,178,667

This offer funds the administration functions and staff for the Operation Services Department.

The Administration portion of Operation Services sets the tone, policy, and direction for both fleet and facility management. The Administration works in the creation and the work towards achieving the City's carbon and energy goals by ensuring proper equipment is planned for, budgeted for and acquired.

The Administration also cares for many of the daily operations including, but not limited to, purchasing, budgeting, accounting, billing, data collection and analysis, reporting, license plates, titles, ID badge creation, pool car administration, updating the internal Operation Services CityHub SharePoint site, and scheduling shared conference and community rooms.

This Offer supports the following Strategic Objectives:

- HPG 7.1 - Provide world-class municipal services, while recognizing the importance of multi-sector relationships and partnerships at all levels.

15.6 Facilities Project Management, Real Estate Services, and Internal Mail - Offer Type: Ongoing - Funded

2023 - \$1,829,321

2024 - \$1,870,769

This offer funds Project Management, Planning and Design (PMPD); Real Estate Services; and Internal Mail for the City of Fort Collins. These programs are all funded by the departments that use these services.

~\$650k: Facilities Project Management, Planning and Design manages major City building remodels and capital construction, as well as alteration/renovation projects from early design through project completion. Duties and responsibilities include developing project budgets and schedules and procuring designers, contractors, and vendors to complete the work. They also act as a liaison among project personnel, client departments and contractors to ensure quality work, on time, and on budget for the City. This program is self funded except for the Lead Senior Project Manager who is generally assigned to pre project functions and estimates that aren't associated with bona fide projects. In addition, this manager has supervisory duties that cannot be billed.

~\$950k: Real Estate Services provides full real estate and property management services to other City departments in support of the City's strategic and operational goals. They negotiate and manage the City's portfolio of leases, property acquisitions, disposals, rights of way, and utility easements. This program is self funded except for the Real Estate Manager who is generally assigned to non chargeable research and collaboration that is not associated with any department. In addition, this manager has supervisory duties that cannot be billed. This department is also responsible for paying for the repairs and owner expenses associated with various City-owned properties that are rented out to other organizations.

~\$200k: Internal Mail provides daily pickup and delivery to all City facilities. This service is contracted out and includes postage expenses.

This Offer supports the following Strategic Objectives:

- HPG 7.5 - Foster a culture of physical and psychological safety, resilience, wellness and sustainability across the City organization.
- HPG 7.1 - Provide world-class municipal services, while recognizing the importance of multi-sector relationships and partnerships at all levels.

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15.7 Required Building Modifications - Offer Type: Asset Management-Ongoing - Funded

2023 - \$600,000

2024 - \$600,000

This offer will fund City facility modifications that are necessary to increase accessibility. In 2016, the City performed a comprehensive audit to identify facilities that require accessibility modifications or improvements. Through this process, the City determined that various modifications at 46 existing facilities were necessary. These modifications are prioritized in the 15 year plan, of which 2023-2024 are years seven and eight. The total cost of all the modifications is \$6.7 million over 15 years. The remaining cost of these modifications is about \$3.1 million.

The following items are planned for 2023-2024:

2023:

- 215 North Mason St: Modify restrooms to get proper dimensions and clearances.
- City Park Clubhouse: Add a gender-neutral accessible restroom and rework access from handicap parking to building.
- Park Shop (413 Bryan St.): Address entrance to building and correct slopes from handicap parking to building.

2024:

- Traffic Operations: Remodel restrooms to meet ADA requirements.
 - Southridge Clubhouse: Create gender-neutral accessible restroom and address ADA ramp out front to comply with requirements.
- Carnegie Building: Access to the building from ADA parking. This path has excessive slopes.

This Offer supports the following Strategic Objectives:

- HPG 7.3 - Engage the community more effectively with enhanced inclusion of diverse identities, languages and needs.
- HPG 7.8 - Evaluate the City's assets and infrastructure to most effectively prioritize funding that best maintains and protects those investments, while improving the customer experience.

15.8 Facility Custodial and Utilities - Offer Type: Ongoing - Funded

2023 - \$4,499,832

2024 - \$4,603,126

This offer will fund building utilities (electric, natural gas, water, wastewater, storm drainage), and custodial services for about 75 City buildings.

Operation Services will review utility bills for these facilities, input usage and cost data into the Utility Manager software and provide department managers various charts and graphs as to their building energy cost and usage.

Operation Services also manages the custodial contracts with multiple vendors. This offer includes normal janitorial services, window cleaning, touchpoint disinfecting, and carpet cleaning. Monthly major inspections and weekly minor inspections are performed.

This offer additionally covers the cost of the common area maintenance for the Foothills Activity Center, and the City portion of the Colorado Welcome Center.

The financial breakdown for this offer is:

Janitorial: \$2.2M

Utilities: \$2.3M

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This Offer supports the following Strategic Objectives:

- HPG 7.8 - Evaluate the City's assets and infrastructure to most effectively prioritize funding that best maintains and protects those investments, while improving the customer experience.

15.9 Fleet Vehicle and Equipment New Replacements - Offer Type: Asset Management-Enhanced - Funded **2023 - \$1,333,727**
2024 - \$3,885,122

This offer will fund the principal and interest payments for new vehicles and equipment purchased using lease purchase financing in 2023-2024 in accordance with the City's replacement policy. This offer also includes the capital purchase of select police vehicles and vehicle related equipment. Funding for this offer comes from various departments requesting the replacements in the form of rental payments.

The following departments are included:

2023: Total Asset Value to be lease purchased \$5,962,900

- Engineering: 4 Hybrid Pickups
- Forestry: 1 Pickup
- Operation Services: 1 Electric Van and 2 Electric Trucks
- Traffic: 1 Single Axle Dump Truck and 1 Single Axle Scissor Lift Truck
- Police Services: 27 Hybrid Patrol Interceptors and 5 Full Size SUV's
- Recreation: 1 Electric Car
- Streets: 2 Dump Trucks, 2 Snowplows, 1 Flusher Truck, and 1 Patcher Truck
- Building Services: 2 Hybrid/Electric Pickup Trucks
- Parks: 5 Pickups, 1 utility work machine, 1 Loader, 5 Utility Vehicles

2024: Total Asset Value to be lease purchased \$6,079,400

- Forestry: 1 Loader
- Operation Services: 1 Electric Van and 1 Hybrid Pickup
- Traffic: 3 Trucks
- Police Services: 35 Patrol Interceptors and 2 Full Size SUV's
- Streets: 2 Snowplows, 1 Sweeper, 1 One Ton Dump Body 1 Mid-Size Hybrid Pick Up and 1 Pickup with Plow
- Building Services: 1 Hybrid Pickup
- Parks: 5 Pickups, 3 Utility Vehicles and 1 Commercial Mower
- Recreation: 1 Tractor

2024:

- Capital purchase of three motorcycles for FCPS for a total of \$80,000.

There are also three vehicles included in this offer for the Northern Colorado Drug Task Force. These vehicles have a replacement cycle of every two years. They are traded in for low mileage replacements. The replacement vehicles are not lease purchased, but rather purchased outright. The cost of replacing these vehicles, factoring in trade in value, is \$75,000.

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This Offer supports the following Strategic Objectives:

- HPG 7.1 - Provide world-class municipal services, while recognizing the importance of multi-sector relationships and partnerships at all levels.

15.10 Fleet Vehicle and Equipment Existing Payments - Offer Type: Asset Management-Ongoing - Funded **2023 - \$2,742,530**
2024 - \$2,059,396

This offer will fund the principal and interest payments for vehicles and equipment purchased using lease purchase financing since 2018, in accordance with the City's replacement policy. Funding for this offer comes from various departments that use these units in the form of rental payments.

The following departments are included:

- Police Services
- Parks Maintenance
- Forestry
- Facilities
- Building Inspection
- Code Compliance
- Streets
- Traffic
- Recreation

This Offer supports the following Strategic Objectives:

- HPG 7.8 - Evaluate the City's assets and infrastructure to most effectively prioritize funding that best maintains and protects those investments, while improving the customer experience.

15.11 City Facility Exterior Lighting: Dark Sky Assessment and Conversion to LED - Offer Type: Asset Management-Enhanced - Unfunded **2023 - \$150,000**
2024 - \$150,000

Funding this offer will bring select municipal buildings into compliance with the new exterior lighting code changes (2021 Exterior Lighting Standards in the City's Land Use 3.2.4). This budget offer does not include streetlights.

A comprehensive facilities evaluation is underway to identify City buildings that need changes to meet the new standard for outdoor lighting. This offer will put the evaluation report into action, by replacing old lights and fixtures to comply with City code, while making them more energy efficient.

Operation Services has long supported the Night Sky initiatives and started the transition from conventional exterior lighting in 2009. Staff have since designed exterior lighting systems to meet Night Sky and LEED requirements. One example is the new East Community Park Maintenance Facility, which is designed to meet the drafted lighting code. The latest LED lighting retrofits include the enhanced features with lighting temperatures that appear warmer (3000K), automated dimming, motion sensors, and higher energy performance. This offer will begin the process to replace or retrofit fixtures at City of Fort Collins buildings and parking lots to comply with these lighting standards.

In 2021 as part of the new dark sky ordinance, Council supported initiatives to audit City facilities and implement the replacement or retrofit of non compliant lighting

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systems. In 2022, an offer was funded to perform the audit and now this offer is to start Phase 2 of the dark sky agenda item.

This Offer supports the following Strategic Objectives:

- HPG 7.8 - Evaluate the City's assets and infrastructure to most effectively prioritize funding that best maintains and protects those investments, while improving the customer experience.
- ENV 4.5 - Protect and enhance natural resources on City-owned properties and throughout the community.
- NLSH 1.5 - Enhance the quality of life and sense of belonging in neighborhoods by connecting neighbors to City services, building community, and fostering harmonious relationships.

15.14 Aging Facility Maintenance - Offer Type: Asset Management-Enhanced - Funded

2023 - \$325,000

2024 - \$660,000

This offer will fund necessary major maintenance at City facilities. This offer does not include any HVAC systems (Offer 15.29) and is for only General Fund buildings. The 100% non General Fund departments such as Utilities and Golf have included this type of major maintenance within their offers.

In early 2022, a full condition assessment was completed for 66 City facilities. This assessment revealed a 10 year maintenance plan of \$52 million (excluding HVAC) for these buildings. By prioritizing only the critical maintenance items in these buildings, this offer requests \$325,000 in 2023 and \$660,000 in 2024. This represents a portion of the first two years of a 10 year plan.

Some of the larger projects identified for this budget cycle are roofs at the Lincoln Center, Fossil Creek Park Maintenance Shop and Rolland Moore Tennis Center, as well as exterior wall fixes at Grandview Cemetery Shop, The Farm, and the Main Parks Shop.

The projects by category are:

2023:

- Roofing \$250,000
- Interior floors/walls/ceilings \$45,000
- Plumbing \$20,000
- Electrical/Fire \$10,000

Total \$325,000

2024:

- Exterior Walls \$60,000
- Roofing \$350,000
- Interior floors/walls/ceilings \$50,000
- Plumbing \$100,000
- Electrical/Fire \$100,000

Total \$660,000

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This Offer supports the following Strategic Objectives:

- HPG 7.8 - Evaluate the City's assets and infrastructure to most effectively prioritize funding that best maintains and protects those investments, while improving the customer experience.

15.16 New Municipal Building Design with Geothermal Component and Construction Estimate - Offer Type: 2023 - \$1,860,001 1-Time Enhancement - Unfunded 2024 - \$2,260,000

This offer funds the design of a new municipal building planned for Block 32. This is the block just east of City Hall. Last year, an updated conceptual master plan was completed for a new municipal campus, and it was approved by Council in November 2021. This offer funds just the building design (Masterplan Phase 1), which would be for a new municipal building placed on the east side of Howes Street and north of the 222 Laporte Ave. Utility Building. The new building is anticipated to be about 95,000 square feet. However, additional space planning (2022 Offer 7.17 Block 32/42 Master Plan Space Design) will confirm the actual size of the facility, which departments will be housed there, and the desired layout.

This portion is a full building design to 100% and will include a detailed cost estimate. If this offer is purchased, the design firm will begin in January 2023 and work through the first three phases of design: Conceptual Design \$307k, Schematic Design (SD) \$627k, and the Design Development (DD) \$934k phases by the end of 2023. Then in 2024, the final phase which includes construction documents (CD) \$2.26M and building development review to prepare for a building permit submittal. This would enable construction to begin in 2025 pending funding approval.

A construction manager/general contractor firm will be used to help us with cost estimating, constructability reviews and material selections through all phases to help minimize future construction cost.

This offer also includes the layout and design for a new geothermal well field, which will be placed in open areas of the campus build out and it will be associated with the Civic Center Master plan. This geothermal field will be designed to tie into the new municipal building and existing buildings as we look to replace and electrify those mechanical systems when their useful life is up.

This Offer supports the following Strategic Objectives:

- HPG 7.1 - Provide world-class municipal services, while recognizing the importance of multi-sector relationships and partnerships at all levels.

15.19 Facility Restroom and Common Area High Use Cleaning - Offer Type: Enhancement - Funded 2023 - \$315,000 2024 - \$315,000

This offer will fund regular day custodial services to outdoor restrooms (Oak Street, Gustav Swanson, Harmony Park and Ride) and restrooms or common areas at recreation, cultural, transit centers, golf clubhouses, and some high traffic office facilities. The day porter teams visit each of these facilities at least three times a day and on weekends.

The purpose of the cleaning is to ensure that these areas are cleaned and disinfected during the day as patrons are using these facilities to help control the spread of germs. They make sure supplies are stocked and trash is emptied throughout the day in restrooms and common areas. The teams also change shower curtains at EPIC every other month and are responsible for biohazard or other emergency cleanup at any City facility during the day.

Operation Services manages the custodial contracts with multiple vendors. Weekly and monthly inspections are performed to ensure these services are performed.

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This Offer supports the following Strategic Objectives:

- HPG 7.1 - Provide world-class municipal services, while recognizing the importance of multi-sector relationships and partnerships at all levels.
- HPG 7.8 - Evaluate the City's assets and infrastructure to most effectively prioritize funding that best maintains and protects those investments, while improving the customer experience.

15.21 1.0 FTE Aquatic Tech - Offer Type: Enhancement - Unfunded

2023 - \$0

2024 - \$116,803

Funding this offer will address a gap in aquatics technician staffing to cover the 24/7 operation for the City's pools, spas, and fountains. This position is needed to continue compliance with Health Department standards and to maintain the proper coverage to avoid any public health issues so that we can provide the necessary level of service to the people who use these facilities.

Currently, the City of Fort Collins operates pools and spas in four facilities: EPIC, Mulberry, Senior Center, and the City Park outdoor pool. In 2024, a fifth pool is anticipated to open in southeast Fort Collins.

Today, this team is unable to cover all pool operating hours and if a staff member is not able to cover a scheduled shift, overtime and/or loss of vacation time off is a common result. These issues, combined with the size and location of the proposed new aquatics facility in 2024, will make coverage with the current staff numbers even more difficult.

This additional aquatic technician position, if funded, would bring this team to a total of five, which includes one supervisor. These technicians are responsible for testing water quality, along with operation and maintenance of the mechanical systems to ensure all facilities meet all City, County, and Colorado Health Department standards.

This Offer supports the following Strategic Objectives:

- HPG 7.1 - Provide world-class municipal services, while recognizing the importance of multi-sector relationships and partnerships at all levels.
- HPG 7.3 - Engage the community more effectively with enhanced inclusion of diverse identities, languages and needs.

15.29 Building HVAC Electrification and Efficiency Replacements - Offer Type: Asset Management-Enhanced - Funded

2023 - \$1,645,000

2024 - \$2,080,000

Funding this offer will replace the end-of-life HVAC systems for the first two years of a 10 year plan. The mechanical units identified for replacement are all in General Fund facilities. The 100% non-General Fund departments such as Utilities and Golf are not included in this offer but are identified in those departments' offers.

As part of a comprehensive 2022 facilities condition assessment, we identified a plan to replace 97 units with estimated cost of \$41 million. In 2023, the plan is to replace six units and in 2024, nine units.

Many of these systems operate on natural gas and are overdue for replacement. The new units will be all electric so that the City can lead by example to accomplish our 2030 Climate goals. A couple of these systems are already electrified, but still need to be replaced. All replacements will be far more energy efficient. These units were prioritized on criticality based on the age of the unit, maintenance history, and the facility it serves.

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The 10-year plan will provide a roadmap to reduce natural gas use with the goal to eliminate it in all City buildings, which will be necessary to help achieve 2030 Our Climate Future goals.

This offer covers most of the first two years of the plan. It also may include some building automation upgrades as part of the replacements or in other facilities as funding allows.

2023:

- \$550,000 Police Services: Data Room Air Conditioner #1 and #2
- \$400,000 EPIC: Air Handler #1
- \$175,000 Traffic Operations: Rooftop Unit #1
- \$320,000 City Hall: Chiller #1
- \$200,000 Museum of Discovery: Boiler #1

Total \$1,645,000

2024:

- \$785,000 Senior Center: Rooftop Unit #1
- \$380,000 Senior Center: Boiler #1 & #2
- \$190,000 Senior Center: Pool Boiler
- \$125,000 Senior Center: Storage Tank #1
- \$400,000 Traffic Operations: Rooftop Unit #2, #3, #4
- \$200,000 Museum of Discovery: Boiler #2

Total \$2,080,000

This Offer supports the following Strategic Objectives:

- HPG 7.8 - Evaluate the City's assets and infrastructure to most effectively prioritize funding that best maintains and protects those investments, while improving the customer experience.
- ENV 4.1 - Intensify efforts to meet 2030 climate, energy and 100% renewable electricity goals that are centered in equity and improve community resilience.

16.1 IT Applications - Enterprise Application Services - Offer Type: Ongoing - Funded

2023 - \$1,392,943

2024 - \$1,455,315

This offer funds the City's Enterprise Applications support and administration, which includes staff (4 Analysts, 2 Sr. Administrators, and 1 Applications Manager), support, licensing costs, software/hardware maintenance, and managed services for multiple applications that support City staff in a variety of capacities.

The primary application supported is JD Edwards (JDE), which is the technology that supports the primary business activities of the City's Finance and Human Resources departments. JDE specifically supports electronic accounts payable/receivable, employee time tracking, compensation and leave, asset tracking and management, purchasing functions, job vacancies and applications, system integrations (internal and external), and more. JDE 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

The breadth of applications and services supported by this offer includes:

- Existing ERP system of record JDEdwards (JDE Enterprise)
- Budgeting application (BART Enterprise)
- Enterprise Architecture
- Application Rationalization
- Financial and human capital analysis tools (Crystal Reporting Enterprise)
- Integrations with other applications (internal and external to the City Enterprise)
- Microsoft O365 application development (Enterprise)
- Microsoft Access (Enterprise)
- Voter Magic (Citizen Voting)
- MS Govern (Sales Tax)
- Full Court (City Court Records)
- Tax941 (JDE Financial)
- VERTEX (JDE Financial)
- Tungsten (Invoice Processing)
- Multiple Access databases
- Many more throughout the City

This offer also provides for the cyclical upgrade of the aforementioned software suites. Vendors provide clients, like the City, with periodic updates to the system in order to deliver software fixes, enhancements and tools, allowing the City to keep its systems current, supportable and in line with technological advances.

This Offer supports the following Strategic Objectives:

- HPG 7.1 - Provide world-class municipal services, while recognizing the importance of multi-sector relationships and partnerships at all levels.
- HPG 7.6 - Optimize technology, data analysis and process improvements to innovate, guide decisions and enhance service delivery.
- HPG 7.8 - Evaluate the City's assets and infrastructure to most effectively prioritize funding that best maintains and protects those investments, while improving the customer experience.

16.2 IT Applications - E-Government Services - Offer Type: Ongoing - Funded

2023 - \$441,593

2024 - \$473,699

This offer supports ongoing services related to eGovernment including websites, custom applications, server administration, web services, and automated processes within the City of Fort Collins. This offer covers two Applications Analysts and an Applications Manager to develop and support custom applications, email newsletters and notifications, project management, support of department processes and requirements, server support, website security, custom automation for critical line of business processes, and end user support. This offer supports the work of all City departments, staff, and City partners (Poudre Fire Authority, Fort Collins Housing Authority, Poudre Libraries and others).

E Government provides enterprise wide support for:

- FCGov.com – Public Website
- Access Fort Collins

HIGH PERFORMING GOVERNMENT

- Content management systems
- Web databases
- Emergency messaging
- Public records access
- Automation of email notifications
- Newsletter system
- Survey integration & support
- Website search engine
- E commerce donations through Stripe
- Sharepoint support through web services
- Social media feeds
- Accessibility support for all platforms and languages
- Web server security, configuration & maintenance

CITY CLERK

- Election support
- Boards & Commissions applications
- Council meeting administration

POLICE SERVICES

- Onboarding/Offboarding for Police Services
- Police Neighborhood Enforcement Team website
- Police Criminal Investigation Division input forms

UTILITIES

- Real-time power grid monitoring for both the City of Fort Collins & Loveland
- Utilities estimates for title companies
- Water Shares Management
- Water Shares Payments
- Automation of Utilities Service requests
- Water turnoff information for field crews
- Stream and Rain Gage data visualization

COMMUNITY SERVICES

- Natural Areas permitting system
- Searchable recycling database
- The Gardens on Spring Creek Website

TRANSPORTATION

- Auto publishing of traffic information

HIGH PERFORMING GOVERNMENT

This Offer supports the following Strategic Objectives:

- HPG 7.6 - Optimize technology, data analysis and process improvements to innovate, guide decisions and enhance service delivery.
- HPG 7.2 - Maintain the public trust through a high performing Council, organizational transparency, legal and ethical behavior, and regulatory compliance.
- HPG 7.1 - Provide world-class municipal services, while recognizing the importance of multi-sector relationships and partnerships at all levels.

16.3 IT Applications - Geographic Information Services - Offer Type: Ongoing - Funded

2023 - \$665,048

2024 - \$667,964

This offer will fund Geographic Information System (GIS) software, services, and support for City employees, departments, City Council, and external entities. This offer covers all aspects of the enterprise GIS program including professional software licensing, database design, data creation, core data maintenance, analysis, GIS Enterprise Server implementation and management, GIS website development, mobile GIS configuration and development, shared data delivery, printing services, user support and training, map products and printing, and spatial database development and hosting for a variety of City applications and programs. GIS offers these services at the enterprise level, supporting the work of all City departments, as well as Poudre Fire Authority, Fort Collins Housing Authority, Poudre River Public Library District, and others. GIS is supported by one GIS Manager and three GIS Analysts. This staff provides ongoing support for existing programs such as the land base and address data maintenance. This offer provides fundamental technology services and support, which automate business processes.

GIS Services supports over 70 mapping websites including the Snowplow Tracking, Flood Warning, Patio Patrol, FCMaps, Fireworks Reporting, Cemetery locator and the Connexion service availability tool. Since January 1, 2020, there have been approximately 340,000 unique pageviews of these websites. In this same timeframe, GIS Services has processed more than 936 HelpDesk tickets.

Major Programs/Services:

- Software: Manages and negotiates the licensing agreement with ESRI for desktop and server software. Provides installation, patching and support of the software products.
- ArcGIS Online and Enterprise: Support and management of the ArcGIS Enterprise system and ESRI's cloud-based portal. This includes software upgrades, patching and user account management (currently over 750 accounts). This solution allows staff to publish and manage GIS maps and apps.

This Offer supports the following Strategic Objectives:

- HPG 7.1 - Provide world-class municipal services, while recognizing the importance of multi-sector relationships and partnerships at all levels.
- ECON 3.6 - Deliver exceptional broadband services while finding innovative ways to leverage the network in the city and in the region.
- HPG 7.6 - Optimize technology, data analysis and process improvements to innovate, guide decisions and enhance service delivery.

16.4 IT Applications - Document Management Services - Offer Type: Ongoing - Funded

2023 - \$406,811

2024 - \$400,521

This offer funds maintenance of the City's Enterprise Content Management (ECM) system software for a stable, supported and enhanced system that is aligned with the organization's needs and requirements. The City's ECM system manages content (documents, images, audio/video, and more) for both active and archival purposes. The solution also provides business process tools such as electronic forms and workflow management. The SIRE document management system is also active until all records and integrations have been migrated to Laserfiche, the City's updated ECM system. There are more than 12 million records and 700 users of the systems. More

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than 70% of City departments are utilizing the ECM systems, which is key to many department operations in managing existing paper and digital documents while providing enhancements that are aligned with the City's key results and outcomes.

There are several critical integrations with the ECM system including WebLink (replacing CityDocs) to allow for public search and display of documents based on specific criteria, Accounts Payable and Tungsten, GIS connection for map acquisition, integration with Larimer County to search and auto-retrieve Police documents relevant to the DA's office, upload of documents based on criteria from Police Motor Vehicle Accident documents made available to insurance companies in a third-party system, and several websites that aggregate data for display on web pages.

This offer also provides funding for one full time Analyst I and 75% funding for an Applications Manager that supports and maintains the ECM system for the City.

This Offer supports the following Strategic Objectives:

- HPG 7.1 - Provide world-class municipal services, while recognizing the importance of multi-sector relationships and partnerships at all levels.
- HPG 7.6 - Optimize technology, data analysis and process improvements to innovate, guide decisions and enhance service delivery.
- HPG 7.8 - Evaluate the City's assets and infrastructure to most effectively prioritize funding that best maintains and protects those investments, while improving the customer experience.

16.5 IT Applications - Development Tracking Services - *Offer Type: Ongoing - Funded*

2023 - \$563,504

2024 - \$587,135

This offer covers the City's Land Development Tracking System (DTS) program that is funded from a percentage of Development Review fees collected by the City. 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, support for development review, engineering permits, contract licensing, and construction inspections.

The DTS software application supports crucial City services related to Development Review, Building, Neighborhood and Planning Services, Historic Preservation, Utilities, Forestry, and Zoning as well as City partners such as Poudre Fire Authority. Examples of current services utilizing DTS include building permits, code compliance, housing standards, zoning licenses and permits, encroachment, and excavation permits.

This offer covers database support, hardware and software maintenance, and other operating expenses. It includes funding for three full-time Application Analysts and 25% funding for an Applications Manager to support the DTS system. DTS is funded by an administrative surcharge applied to fees collected through the system. The DTS team dedicates a large portion of its time ensuring that applications can be updated/enhanced to meet the needs of a changing environment stemming from new regulations, fees, and business processes. This offer provides continued work with departments using DTS to identify reporting needs that reduce manual efforts to either conduct research or communicate with customers, such as annual demographics reporting required of the Development Review group or Professional License letters.

This Offer supports the following Strategic Objectives:

- HPG 7.1 - Provide world-class municipal services, while recognizing the importance of multi-sector relationships and partnerships at all levels.
- HPG 7.6 - Optimize technology, data analysis and process improvements to innovate, guide decisions and enhance service delivery.
- HPG 7.8 - Evaluate the City's assets and infrastructure to most effectively prioritize funding that best maintains and protects those investments, while improving the customer experience.

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16.6 1.0 FTE - Analyst I Records and Document Management - Offer Type: Enhancement - Funded

2023 - \$75,354

2024 - \$103,197

This offer funds a 1.0 FTE Analyst I responsible for top tier escalations, configuration, training for staff and partners, documentation, reporting, process improvements, and innovation across the City's Document Management environment. This position will work with our vendor to complete the remaining project work, and prioritize and address functionality issues as well as enhancement requests.

The City's Records & Document Management system manages content (documents, images, audio/video, and more) for both active use and archiving. The solution provides business process tools such as electronic forms and workflow management. There are more than 12 million records and 700 users of the systems. More than 70% of City departments are using Laserfiche, which is critical to department operations in managing existing paper and digital documents while providing enhancements that are aligned with the City's key priorities and outcomes.

There are several critical integrations with the Records & Document Management system including WebLink (replacing CityDocs) to allow for public search and display of documents based on specific criteria, Accounts Payable and Tungsten, GIS connection for map acquisition, integration with Larimer County to search and auto-retrieve Police documents relevant to the DA's office, upload of documents based on criteria from Police Motor Vehicle Accident documents made available to insurance companies in a third-party system, and several web-sites that aggregate data for fcgov.com.

The project to migrate to the Records & Document Management system has been understaffed and not properly managed resulting in an extended four year implementation of the new system. During this time several critical issues have been identified. These include issues with accessibility, system performance, and overall user experience. There is also a backlog of 150+ enhancement requests that will not be implemented as needed due to chronic understaffing.

This Offer supports the following Strategic Objectives:

- HPG 7.6 - Optimize technology, data analysis and process improvements to innovate, guide decisions and enhance service delivery.
- HPG 7.8 - Evaluate the City's assets and infrastructure to most effectively prioritize funding that best maintains and protects those investments, while improving the customer experience.
- HPG 7.1 - Provide world-class municipal services, while recognizing the importance of multi-sector relationships and partnerships at all levels.

16.8 1.0 FTE - Analyst I Enterprise Service Delivery Support - Offer Type: Enhancement - Unfunded

2023 - \$74,854

2024 - \$102,597

This offer funds 1.0 FTE to create and maintain the foundation of Enterprise Service Management (ESM), which centralizes and standardizes how employees request services from departments throughout the City.

An ESM has three primary areas of focus: Risk Management, Governance, and Compliance. An ESM aligns many decentralized capability areas, including privacy management, integration management, authorization management, asset management, vendor management, service delivery management, knowledge management, and more. Enhancing digital analytics through unified process management provides critical information necessary to secure transactions, protect data and drive intelligent business decisions. By leveraging a modern best in class platform, the City will take advantage of the hundreds of integrated solutions that help secure and automate processes.

This offer will create guard rails for service requests and service delivery by establishing internationally recognized governance practices within the Information

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Technology Infrastructure Library (ITIL) and Control Objectives for Information and Related Technologies (COBIT) frameworks, ensuring the City continuously learns from industry best practices and is focused on maximizing the value delivered to partners.

Establishing the operational framework for an ESM requires enhanced communication between administration and departmental service agents, providing opportunities to drive modern business goals, such as focusing on the customer journey from request to delivery. An ESM will allow users to quickly search and find information, request departmental services through a secure platform, and reduce the extensive, manual methods to coordinate and deliver services. Increasing process efficiency and effectiveness enhances business value by empowering departments and users to co create a successful engagement.

This Offer supports the following Strategic Objectives:

- HPG 7.6 - Optimize technology, data analysis and process improvements to innovate, guide decisions and enhance service delivery.
- SAFE 5.6 - Protect mission-critical physical and virtual infrastructure, in addition to sensitive data, against new and increasing cybersecurity threats.
- HPG 7.1 - Provide world-class municipal services, while recognizing the importance of multi-sector relationships and partnerships at all levels.

16.9 Geographic Information System (GIS) Cloud Modernization - Offer Type: Enhancement - Funded

2023 - \$194,100

2024 - \$135,000

Funding this offer will migrate the existing ArcGIS Enterprise Portal off our local infrastructure into the cloud. Currently, the City has a locally installed ArcGIS Enterprise solution and access to ArcGIS Online, a cloud software as a service (SaaS) solution. This proposal requests funding to maintain and stabilize the existing local environment while completing the modernization plan and moving to the cloud.

The current installation was implemented without appropriate resources, creating a gap. Funding this offer alleviates the need to hire an FTE to support this while improving reliability. This offer will reduce the City's local data center footprint and reduce the support required from IT to maintain this system. This also frees resources to focus on higher value work. This will result in lower overhead and cost and aligns with the City's Cloud First initiative.

This offer includes funding for a contractor to work on implementing this. The consultant may help evaluate existing data models, solutions, and scripts, helping to determine what to keep. Once evaluated, they can help migrate the data to SQL Server, update scripts, GIS services, and recreate solutions on ArcGIS Online. These improvements are necessary for taking advantage of newer capabilities and for the migration to the cloud. These improvements will also free up resources that are maintaining outdated solutions. This resource will also work with the vendor to implement the cloud solution.

This offer will reduce the overall cost and support of the GIS infrastructure while ensuring the stability, availability, and security of the environment for its 641 users. Consolidating most solutions onto ArcGIS Online will also help reduce the IT footprint, allowing for reduced confusion and application fatigue. There is a need to work with other teams, including IT Security, to make sure this solution meets all requirements. The overall timeline would be a couple of years of transition.

This Offer supports the following Strategic Objectives:

- HPG 7.6 - Optimize technology, data analysis and process improvements to innovate, guide decisions and enhance service delivery.
- HPG 7.8 - Evaluate the City's assets and infrastructure to most effectively prioritize funding that best maintains and protects those investments, while improving the customer experience.
- HPG 7.1 - Provide world-class municipal services, while recognizing the importance of multi-sector relationships and partnerships at all levels.

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16.10 Enterprise Resource Planning (ERP) System Replacement - *Offer Type: Enhancement* - Funded

2023 - \$300,000

2024 - \$0

ERP-enabled transformation is a top issue for the City. This offer will identify the components necessary for the City to implement a modernized ERP ecosystem, accounting for all readiness components, and will focus on the first two phases necessary to transform our business processes into a modern solution while minimizing customizations that exponentially increase implementation and support costs. This offer reflects the implementation costs to modernize our ERP platform that has reached end of life, and we are paying increased costs to support and license.

Our current Oracle platform was implemented in 1997, and supported by 32+ ancillary applications, are expensive to maintain (\$1.0M annual costs), and quickly reaching its end of life requiring us to initiate an upgrade to a modern Software as a Service (SaaS) solution to meet our efficiency and regulatory goals mandated under the CO HB 21-1110 act for accessibility requirements. A 3rd party assessment concluded that we must act now to start the transformation, taking an incremental approach to delivering new digital solutions while managing resource interdependencies with other City transformation initiatives.

To succeed this must become a business-led, technology-enabled transformation and we must plan this modernization in six key phases: 1) discovery and planning, 2) business process transformation, 3) design and development, 4) change management and training, 5) testing and implementation, and 6) operational support. Maintaining our current platform amplifies the need for high-touch, manual support. Once we implement a new solution, we will lower our costs, while increasing our ability to support increased needs with no additional FTEs.

This Offer supports the following Strategic Objectives:

- HPG 7.6 - Optimize technology, data analysis and process improvements to innovate, guide decisions and enhance service delivery.
- HPG 7.1 - Provide world-class municipal services, while recognizing the importance of multi-sector relationships and partnerships at all levels.
- HPG 7.8 - Evaluate the City's assets and infrastructure to most effectively prioritize funding that best maintains and protects those investments, while improving the customer experience.

17.1 IT Infrastructure - Network Services - *Offer Type: Ongoing* - Funded

2023 - \$1,265,300

2024 - \$1,307,251

This offer funds the City's IT networks that provide every City employee, Fort Collins first responder, resident and City Councilmember the ability to use a City phone, share video, submit open records request, conduct City Council meetings via Zoom, and access email, shared files, and critical information on internally and externally facing servers and websites. These networks, which are foundational to a productive City and its workforce, must function superbly, or else the City's business cannot be conducted and loss of productivity is consequential. Without continued investment, the City networks become increasingly vulnerable to service interruptions from external and internal events.

Specifically, this offer funds network operations, which includes the physical devices and personnel required to guarantee high availability and smooth operation of the City business network and 10 unique secure networks and comprises the following components:

- Hardware maintenance: upgrading City network equipment covering switches, routers, security & licensing appliances, wireless access points and related wireless infrastructure, and Internet access.
- Software maintenance: upgrading/patching of switch & router firmware and devices that provide accurate monitoring, accounting and alerting, and reduces cybersecurity risks.
- Professional services: augments the City's capacity to innovate on existing solutions when City personnel lack either expertise or bandwidth to perform necessary upgrades or expansions of network services.

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- One Asset Manager who collaborates with the Chief Information officer and Connexion team on network infrastructure needs and spearheads the budgeting and procurement process of replacements and upgrades.
- A team of network engineers (NetOps) that report into Connexion, but who support all the networks. These personnel are paid via a scheduled transfer of \$810,682 for 2023 and \$834,702 for 2024 to Connexion.

This Offer supports the following Strategic Objectives:

- HPG 7.1 - Provide world-class municipal services, while recognizing the importance of multi-sector relationships and partnerships at all levels.
- HPG 7.6 - Optimize technology, data analysis and process improvements to innovate, guide decisions and enhance service delivery.
- ECON 3.6 - Deliver exceptional broadband services while finding innovative ways to leverage the network in the city and in the region.

17.2 IT Infrastructure - Email & Voice Services - Offer Type: Ongoing - Funded

2023 - \$457,378

2024 - \$559,760

This offer funds two vital City services: voice and email communications technology required to maintain and operate an enterprise email and voice system of about 2,200 accounts. Voice services and email enable a productive City, supporting both inbound and outbound communications and providing City departments communication options. Email is the mainstay of the City's communication toolkit, supporting daily business activities, processes and workflows. Voice services are important for City Hall, Cultural Services, Parks, Police, the Broadband Network Operations Center, Utilities Customer Care, the Light & Power operations center, Water services and the IT HelpDesk. Both email and voice communications provide key mechanisms for community contact with all City departments.

This offer covers the back end security tools that make email productive. This includes Cisco Email Security, the on premise linkage between the City and Microsoft O365 tenant, McAfee the endpoint security platform for clients and servers, systems management resources, account administration, and 24/7/365 end user support. It does not cover the end user component of email, neither email clients running on a user's device nor a web-based client on the web portal.

Voice communications include operation and maintenance of the City's voice over IP telephone communication system servicing individual users and call center and critical teams throughout the City. Support for voice comes from the Connexion Network Operations Team with the requisite data center infrastructure supported by IT data management services. This offer covers voicemail, paging, call recording, desk phones, local and long distance calling, telephony integrations, an alerting system for the voice infrastructure, and other crucial communications for emergency services.

This offer also funds 0.5 FTE of HelpDesk staff correlating to the identified percentage of HelpDesk service tickets received for voice and email assistance

This Offer supports the following Strategic Objectives:

- HPG 7.1 - Provide world-class municipal services, while recognizing the importance of multi-sector relationships and partnerships at all levels.
- ECON 3.6 - Deliver exceptional broadband services while finding innovative ways to leverage the network in the city and in the region.
- HPG 7.6 - Optimize technology, data analysis and process improvements to innovate, guide decisions and enhance service delivery.

17.3 IT Infrastructure - Systems Engineering - Offer Type: Ongoing - Funded

2023 - \$1,158,133

2024 - \$1,197,716

The Data Management (herein referred to as Systems Engineering) staff funded by the offer is responsible for the 24/7/365 operation and architecture of both the public and private clouds. The mission of the Systems Engineering team is to build, sustain and integrate the various IT technologies they support to accomplish the business

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objectives of the systems, and to satisfy our customers’/stakeholders’ needs while complying with industry and security best practices. This team consists of five System Engineers and one Systems Engineering manager.

This ongoing budget offer also supports the sustainment and ongoing modernization of the City's private technology cloud, as well as its disaster recovery data center. The City maintains two data centers, a primary and a secondary off site. Each of these data centers is made up of servers, virtualization tools, environmental (HVAC, power, fire suppression), storage devices, networking devices, cabling, and many tools used to monitor and manage the data center. The infrastructure in these data centers provide for the daily operations of business units across the City, including their application, web and database hosting.

Also supported by the offer are the public cloud services, used throughout the City, including Office 365, Microsoft Teams, PowerApps, SharePoint, and our off site identify management services.

The City's cloud architectures and their management and sustainment standards are a key part of the City's overall risk management strategy, which establishes protections and barriers to outside threats and builds resilience for unexpected events, including disaster recovery strategies.

This Offer supports the following Strategic Objectives:

- HPG 7.6 - Optimize technology, data analysis and process improvements to innovate, guide decisions and enhance service delivery.
- HPG 7.1 - Provide world-class municipal services, while recognizing the importance of multi-sector relationships and partnerships at all levels.
- SAFE 5.6 - Protect mission-critical physical and virtual infrastructure, in addition to sensitive data, against new and increasing cybersecurity threats.

17.4 IT Infrastructure - Client Services - Offer Type: Ongoing - Funded	2023 - \$2,290,990
	2024 - \$2,419,432

This offer funds the Information Technology Client Services (CS) team that provides service and support to City employees, departments, City Council and external entities. This includes services listed below as well as project work related to enhancing service delivery and innovation. Client Services has a strong customer relationship focus and is often the face of the IT Department. This is a team of professionals who carry a responsibility for the overall customer experience and perception of technology.

The CS team consists of 1 Manager, 2 Supervisors, 3 Technicians, 5 Senior Technicians, 3 Application Analysts, and 1 Systems Administrator.

Programs and services offered by Client Services:

- Helpdesk: Focuses on providing exceptional service as the initial contact for users in need of IT assistance.
- Desktop Support: Second-level support for systems and apps provided to users; includes thousands of apps and mobile device support. Often serves as a liaison between users and application owners to resolve problems.
- Systems: Manages enterprise applications and servers including AirWatch Mobile Device Management, CyberArk, IT Asset Management, SysAid IT ticketing system and desktop patch management.
- Software Compliance: Focuses on City compliance with licensing/user agreements for software. This includes enterprise systems such as Microsoft servers, licensing services for Office 365 and Adobe Acrobat enterprise systems.
- Hardware Services: Purchasing, operating system management, imaging, support and repair for all City owned hardware.
- E waste Services: Manages the City’s e waste process.
- Asset management: Supports the asset management system to include application and server management and reporting.

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- Adds, Moves, Changes: Supports new employees, office technology moves and personnel changes, and manages VPN access setup.
- Training services as needed.
- On Call Services: Provides after hours enterprise IT support 24/7/365.

This Offer supports the following Strategic Objectives:

- HPG 7.1 - Provide world-class municipal services, while recognizing the importance of multi-sector relationships and partnerships at all levels.
- HPG 7.6 - Optimize technology, data analysis and process improvements to innovate, guide decisions and enhance service delivery.
- HPG 7.8 - Evaluate the City's assets and infrastructure to most effectively prioritize funding that best maintains and protects those investments, while improving the customer experience.

17.5 IT Infrastructure - Asset Equipment Lifecycle Replacement - *Offer Type: Asset Management-Ongoing* - 2023 - \$1,334,325 Funded 2024 - \$1,419,435

This offer funds infrastructure replacements that are unique in both nature and scale. The equipment funded in this offer supports the entire City Network, Client Services, Data Management/Systems Engineering, and Voice operations with critical infrastructure that represents the backbone of the IT operations for both internal and front facing operations. All infrastructure replacements are scheduled and budgeted based on an approved capital plan that recognizes a specific replacement cycle for each type of equipment based on useful life, warranty, replace-on-fail requirements, end user application, and any necessary hardware changes/upgrades based on end-of-support notifications.

PC Replacements: This offer will fund the replacement of approximately 468 laptops, desktops and tablets in 2023 and 447 in 2024 across the organization.

This offer also funds the replacement of desktop phones, network/voice switches, gateways, wireless access points, firewalls, and professional services to guide the implementation of architecture changes and technical transition. Funds in this offer also protect against single point of failure, giving the City a higher level of service availability; mitigate cybersecurity risks; support necessary server maintenance and necessary security patches; and provide for technological transition in support of the City's ongoing business needs.

This offer covers the replacement of Data Management assets that constitute the City's private cloud. This includes server blades, chassis, storage devices that contain more than 1,600 terabytes of space, virtual servers, and other data storage that is replaced via a lifecycle replacement plan approved by the IT Steering Committee.

Lastly, the City has experienced a significant increase in the number of devices that require an IP address. As a result, there is an increased cost to support the IP address management solution due to the increase in the number of requests to connect devices.

This Offer supports the following Strategic Objectives:

- HPG 7.8 - Evaluate the City's assets and infrastructure to most effectively prioritize funding that best maintains and protects those investments, while improving the customer experience.
- SAFE 5.6 - Protect mission-critical physical and virtual infrastructure, in addition to sensitive data, against new and increasing cybersecurity threats.
- HPG 7.6 - Optimize technology, data analysis and process improvements to innovate, guide decisions and enhance service delivery.

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17.7 Data Management Storage & Network Lifecycle Replacement - Offer Type: Asset Management-Enhanced - Funded

2023 - \$0

2024 - \$500,000

This offer funds two large IT Asset replacements: end of life (EOL) replacements of network storage devices and end-of-Software-support network switches throughout the City.

This offers funds the like for like replacement of network storage devices (servers and arrays) in our private cloud, which will be at EOL in 2023 and 2024, for another 10 years. These devices support nearly every on premise IT capability within the City, including video recordings, Utility services, server virtualization, and public services. Key IT initiatives are currently underway as part of the City's Digital Transformation, which will likely reduce our storage needs in our private cloud in the coming years, including further virtualization, consolidation, and use of public cloud options. These will further reduce our future costs and total cost of ownership. The reliability and availability of the City's storage infrastructure will sustain current capabilities and aid in making that Digital Transformation a reality. Approximately 43% of the \$595k required for this technology refresh is to be funded from Utilities.

Secondly, this funds replacement of network switches in the City Network that will be at End of Software Support in 2023-2024. End of Software Support refers to the time when a network equipment vendor stops providing security and other critical patches for the equipment. Typically, the End of Software Support for a device occurs two years prior to End of Hardware Support. End of Hardware Support is the date in which an equipment vendor will not provide any support at all for the target equipment. It is imperative that our network infrastructure be "in support" by the vendor to combat the ever developing security vulnerabilities and threats on those devices. The best way to minimize cyber security threats is through the regular application of security and other critical patches, which are only available for supported equipment.

This Offer supports the following Strategic Objectives:

- HPG 7.8 - Evaluate the City's assets and infrastructure to most effectively prioritize funding that best maintains and protects those investments, while improving the customer experience.
- SAFE 5.6 - Protect mission-critical physical and virtual infrastructure, in addition to sensitive data, against new and increasing cybersecurity threats.
- HPG 7.6 - Optimize technology, data analysis and process improvements to innovate, guide decisions and enhance service delivery.

17.8 Call Manager Server Upgrade - Offer Type: Asset Management-Enhanced - Unfunded

2023 - \$0

2024 - \$350,000

This enhancement offer funds the replacement of server infrastructure for the Cisco Call Manager (CCM), which includes advanced telephone systems, Interactive Voice Response (IVR) and voicemail, as well as the Call Center operations such as Utilities Customer Care & Technology and Connexion Network Operations Center. The replacement is necessary due to the End of Support, after which the equipment vendor no longer provides support for any security patches or bug fixes. The infrastructure also supports softphone use for remote or hybrid workers to access City voice services without the use of a virtual private network (VPN), which has caused service areas to find alternative solutions during and post pandemic.

This replacement supports the ongoing offer (17.2) for City voice service that provides telephony services to City employees, Fort Collins first responders, community members, and City Councilmembers. These networks, which are foundational to a productive City and its workforce, must function superbly, or else the City's business cannot be conducted and loss of productivity is consequential. Critical infrastructure is dependent on the voice networks in conjunction with the secure networks. Departments dependent on secure networks include Traffic Operations, MAX buses & Transit, Fort Collins Police, and PFA first responders who depend on the Metropolitan Optical Ethernet, Verizon Wireless and other networks, and Water and Electric utilities for a variety of needs. This investment is necessary to minimize any vulnerabilities that may trigger service interruptions from external and internal events.

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The Call Manager upgrade is estimated to be \$350,000, which is comprised of \$150,000 in professional services and \$200,000 in Voice call control infrastructure equipment that will need to be replaced.

This Offer supports the following Strategic Objectives:

- HPG 7.8 - Evaluate the City's assets and infrastructure to most effectively prioritize funding that best maintains and protects those investments, while improving the customer experience.
- HPG 7.6 - Optimize technology, data analysis and process improvements to innovate, guide decisions and enhance service delivery.
- HPG 7.1 - Provide world-class municipal services, while recognizing the importance of multi-sector relationships and partnerships at all levels.

17.9 WiFi Network Technology Modernization - *Offer Type: Asset Management-Enhanced - Unfunded* 2023 - \$150,000 2024 - \$150,000

This enhancement offer provides a new Wi-Fi architecture using today's standards (W-iFi 6), greatly improving performance, capacity, resiliency and coverage for City operational locations. The 2022 mid cycle ARPA enhancement will provide Public Wi-Fi at sites that provide public services such as the Lincoln Center, Fort Collins Museum of Discovery (FCModD), Northside Aztlan Center, Senior Center, EPIC, Mulberry Pool, and the Foothills Activity Center, which are currently unable to support large public events. These facilities serve as hosts to thousands who learn and connect through community meetings and events. As one example, FCModD visitation exceeds 120,000 annually, now at pre pandemic levels. Wi Fi at the museum is heavily trafficked and regularly experiences disruptions that inhibit continued learning and connections that may be corrected with this Wi-Fi Refresh offer.

City personnel regularly use the Wi-Fi networks to conduct City business. This includes financial and HR functions, City Council sessions, the City Clerk's Office and Boards & Commissions, Municipal Court, recreation registrations, Housing Catalyst, FCModD, Lincoln Center, Police, and the Library District. This equates to 51 locations that would address 283 Wi-Fi access points.

Wireless coverage and bandwidth at many facilities are severely lacking the required level of service to perform normal business operations. The migration to hybrid workspace environments has led to a dramatic increase in bandwidth demand from today's applications where addressing wireless technology for business services is more pressing than ever. Our current Wi-Fi network performance continues to degrade as demand continues to increase and does not meet business requirements for collaborative meeting applications and other critical business functions and community events.

This Offer supports the following Strategic Objectives:

- HPG 7.8 - Evaluate the City's assets and infrastructure to most effectively prioritize funding that best maintains and protects those investments, while improving the customer experience.
- SAFE 5.6 - Protect mission-critical physical and virtual infrastructure, in addition to sensitive data, against new and increasing cybersecurity threats.
- HPG 7.6 - Optimize technology, data analysis and process improvements to innovate, guide decisions and enhance service delivery.

17.10 ARPA - Future of Work - *Offer Type: 1-Time Enhancement - Funded* 2023 - \$450,000 2024 - \$450,000

This ARPA-funded enhancement will modernize infrastructure, digital solutions and workspace configurations to provide secure and accessible solutions, including hybrid office spaces; key meeting workspaces (e.g., CIC Council Conference rooms and community spaces); content digitization and records for online access; digital literacy

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programs; network modernization to support increased demands for video collaboration, Wi Fi and voice; and process modernization for online/remote services. This offer encompasses multiple deliverables to improve our ability to serve the community with a focus on accessibility and equity and optimizes enterprise processes and solutions to improve services.

The City continues to face challenges in our recovery efforts. The organization is encumbered with difficulty as we work to recruit and retain talent, deliver services and support 24/7/365 operations in the community, and integrate Flexible Work Practices. Unfortunately, this transition implemented during a crisis lacked robust marketing and training programs for our workforce, resulting in gaps in digital literacy and design. This situation amplifies the need for programs to establish foundational training to support inclusive engagement for the community and staff. This includes implementing equitable practices in alignment with state and federal accessibility laws and supporting the City's strategic commitment to creating an inclusive culture. Exponential increases in the volume of high touch and manual requests alongside inefficient and unsustainable legacy systems contribute to burnout, resulting in costly turnover and service delivery degradation. With an average of 10.9% turnover in 2021 at an estimated cost of \$150,253 per employee, this challenge is costly. It requires innovative solutions by leveraging people, processes and technology to achieve organizational goals.

This Offer supports the following Strategic Objectives:

- HPG 7.6 - Optimize technology, data analysis and process improvements to innovate, guide decisions and enhance service delivery.
- ARPA Funding Recovery Theme: Equity and Community Resilience
- HPG 7.3 - Engage the community more effectively with enhanced inclusion of diverse identities, languages and needs.

18.1 IT Administration Services - Offer Type: Ongoing - Funded

2023 - \$1,150,238

2024 - \$1,187,447

This offer will fund the departmental management and the executive oversight functions for the City's collective Information Technology (IT) programs. This includes IT governance, project portfolio management, financial management, strategic guidance, communications, change management, project management, HR and administrative support for the IT department.

IT administration staff that support the objectives of this offer include the Chief Information Officer, IT Applications Operations Manager, IT Infrastructure Manager, Financial Coordinator, Administrative Analyst and 50% of a Senior Financial Analyst. The staff provides the general oversight, management and strategic plan development/deployment of the Applications, Infrastructure, programs and customer services teams of the IT Department, while also supporting the work of all City departments and their staff, as well as the staff of City partners (Poudre River Public Library District, Housing Catalyst, Poudre Fire Authority, and others). This includes funding for continued education and training for the entire IT staff to keep abreast of all the technology changes, updates, trends, certifications, cybersecurity best practices, architecture and applications that are constantly evolving and changing.

The IT Department coordinates the governance of the City's technology portfolio through the use of a number of program and departmental steering and core team committees that serve to align business and enterprise priorities and strategies. Executive oversight on major initiatives is accomplished through the implementation of an IT Executive Steering Committee, which is comprised of a majority of the City's Executive Lead Team.

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This Offer supports the following Strategic Objectives:

- HPG 7.6 - Optimize technology, data analysis and process improvements to innovate, guide decisions and enhance service delivery.
- HPG 7.8 - Evaluate the City's assets and infrastructure to most effectively prioritize funding that best maintains and protects those investments, while improving the customer experience.
- HPG 7.1 - Provide world-class municipal services, while recognizing the importance of multi-sector relationships and partnerships at all levels.

18.2 IT Applications - Digital Strategic Portfolio Office - Offer Type: Ongoing - Funded

2023 - \$213,835

2024 - \$221,488

This offer funds ongoing operations for the Digital Strategic Portfolio Office (DSPO). Digital Strategic Portfolio Management articulates business strategies with their associated business outcomes, and then enables action on those outcomes in the form of business capabilities, investments, programs, services, etc. In short, it aligns work to the City's digital transformation and risk management strategies and helps ensure the success of such projects.

The DSPO supports the entire City and community by:

- enhancing data informed decision making by providing visibility into the health of our project portfolio
- gaining efficiencies by facilitating collaboration between project managers and teams, project touchpoints, shared resources, processes requiring coordination, and dependencies
- eliminating duplicated effort, blockers and bottlenecks, and waste

This offer funds 1.0 FTE Portfolio Management Architect who functions as the organization's Digital Strategic Portfolio Manager and a 0.5 FTE Applications Analyst. This person creates and matures the DSPO governance, processes, and metrics while also administering the program. Organizations that have implemented successful Strategic Portfolio Management programs cite staffing of this position as critical to success and full utilization. The ultimate need is for staffing to support the anticipated future maturity of the DSPO.

This Offer supports the following Strategic Objectives:

- HPG 7.6 - Optimize technology, data analysis and process improvements to innovate, guide decisions and enhance service delivery.

18.3 1.0 FTE - Analyst I Digital Strategic Portfolio Office - Offer Type: Enhancement - Unfunded

2023 - \$75,454

2024 - \$103,197

This offer funds a 1.0 FTE Analyst I position to support the Digital Strategic Portfolio Office (DSPO). Digital Strategic Portfolio Management is a new function to establish citywide policies, practices and strategic portfolio management that is critical to ensuring all digital strategic initiatives are properly prioritized, resourced, and aligned with business strategies and outcomes, including business capabilities, investments, programs and services, in alignment with the digital transformation roadmap, risk management, and digital equity strategies, ensuring the success of those projects.

While financed by IT, the office benefits the entire City and community by:

- providing visibility allowing data informed decisions that impact all projects
- facilitating collaboration between project managers and teams, project touchpoints, shared resources, and dependencies
- addressing duplicated effort, blockers and bottlenecks, and waste

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The City has grown tremendously over the past several years, yet we remain unable to take advantage of data and collaboration to more effectively meet the needs of our community. As the past two years have emphasized, the way our community accesses City services and the services they expect have evolved, yet we need additional resources to keep pace. Per the City's 2021 Community Survey resident satisfaction with the City has been declining since 2013 and is now rated at 62.5/100 points. The services we provide and the way we provide them must be rethought. Part of this is making sure the work we do aligns with the strategy that our elected officials set forth, and that the projects we take on are managed in a way that provides the most bang (financially, socially, and environmentally) per taxpayer dollar. This is the primary purpose of the DSPO that this position will advance and support.

This Offer supports the following Strategic Objectives:

- HPG 7.6 - Optimize technology, data analysis and process improvements to innovate, guide decisions and enhance service delivery.

20.1 Creative Services - Offer Type: Ongoing - Funded

2023 - \$878,844

2024 - \$917,001

This offer funds centralized creative services as part of the Communications & Public Involvement Office (CPIO). The Creative Services team upholds the City's brand image and provides critical communication services to City staff and community members. This includes all graphic design and Fort Collins Television (FCTV) video production services for the entire organization.

Key services within this offer include brand management; graphic design; photography; motion graphics and animations; City and County meeting broadcasts and recordings; field shooting; studio production; video production and editing; live broadcast, streaming and on demand video; drone footage; 360 and virtual reality footage community bulletin board system; audio/visual (AV) and event support; and emergency cable override messaging.

In addition to graphics and video services, this offer also includes technical consulting, digital asset management, training, software support and AV engineering services. The offer enables the administration of a non exclusive cable franchise agreement and management of FCTV video programming available on Comcast channels 14 & 881, the new Connexion TV, other streaming services and the City's YouTube channel.

This offer supports the accessible delivery of essential information to the community about local government services and programs and enables the City to better communicate complex policy discussions and decisions and legislative action through visual storytelling.

The offer includes:

- Creative services and media production support for community and employee training and awareness
- Print & digital media services, including content creation, design and distribution
- Complete video production, including recording, editing, post production and distribution
- Live broadcasting/streaming and closed captioning of City and County meetings and events
- Digital asset management, templates and video on demand services and archival

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This Offer supports the following Strategic Objectives:

- HPG 7.3 - Engage the community more effectively with enhanced inclusion of diverse identities, languages and needs.
- SAFE 5.4 - Provide ubiquitous emergency communication and comprehensive emergency preparedness and management.
- NLSH 1.4 - Advance equity for all with an emphasis on racial justice to remove systemic barriers so that persons of all identities, including race, ethnicity, religion, gender and gender identity, age, class, sexual identity, mental and physical abilities and ability can fully participate in City services and experience equitable community outcomes.

20.2	Communications & Public Involvement Central Communications - Offer Type: Ongoing - Funded	2023 - \$1,069,709
		2024 - \$1,105,559

This offer funds strategic communications and public engagement services within the centralized Communications & Public Involvement Office (CPIO). It includes Citywide internal and external communications and engagement strategy and implementation to make local government more accessible, transparent and equitable and enables City staff and the community to stay informed and participate in conversations and decisions that will impact them.

The offer supports a systematic and consistent approach to communications and community engagement across the organization and provides training and best practices to staff to encourage accessible and inclusive communications and engagement strategies. It provides essential public information and meaningful engagement opportunities that allow the community to have a voice in policy discussions, decisions and legislative action taken.

It enables connection and dialogue with all residents, businesses and visitors and the equitable distribution of emergency information and timely emergency or crisis response and recovery resources for City staff and the broader community.

The offer includes:

- Strategic direction for Citywide internal/external communications and engagement efforts and direct implementation/support for 25 departments
- Public information and marketing services including copywriting & editing, promotional and advertising campaigns, special events
- Support for a variety of traditional and digital communication materials and platforms including website content, digital and social media and newsletters
- Crisis and emergency communications
- Media relations and organizational media training
- Inclusive engagement support for Citywide priorities and initiatives including language access services and the OurCity online engagement platform
- Yearly community events and programs including CityWorks 101, the annual Community Survey and the State of the City address

This Offer supports the following Strategic Objectives:

- HPG 7.3 - Engage the community more effectively with enhanced inclusion of diverse identities, languages and needs.
- SAFE 5.4 - Provide ubiquitous emergency communication and comprehensive emergency preparedness and management.
- NLSH 1.4 - Advance equity for all with an emphasis on racial justice to remove systemic barriers so that persons of all identities, including race, ethnicity, religion, gender and gender identity, age, class, sexual identity, mental and physical abilities and ability can fully participate in City services and experience equitable community outcomes.

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20.4 Public, Educational and Governmental Programming (PEG) - Offer Type: Ongoing - Funded 2023 - \$170,000 2024 - \$170,000

This offer provides continued capital equipment support for local Public, Education and Government (PEG) TV channels, which include the City's own channel (FCTV); Poudre School District; Colorado State University (CTV); and Fort Collins' only public access TV channel, FC Public Media (formerly Fort Collins Public Access Network or FCPAN).

Funding for this offer comes from a fee that is paid exclusively by local Comcast/Connexion subscribers. By Federal mandate, it can only be used for capital equipment for local PEG TV channels (restricted funds). The City collects and shares the PEG funds and distributes a portion of the funding to the other three local PEG channels via an annual grant process.

This Offer supports the following Strategic Objectives:

- HPG 7.3 - Engage the community more effectively with enhanced inclusion of diverse identities, languages and needs.

20.6 REDEPLOY: CPIO Hourly Conversion & Transfort Marketing Expenses to 1.0 FTE Senior Technician, Graphic Design - Offer Type: Redeploy - Funded 2023 - \$34,773 2024 - \$49,238

Funding this offer will combine Transfort's marketing budget with the Communications & Public Involvement Office's (CPIO) part-time hourly graphic design budget to create a new 1.0 FTE that will provide additional dedicated in house design and marketing services for Transfort and other parts of the organization. This offer is 100% funded by Transfort and CPIO.

Strategic marketing and design are crucial for Transfort to increase ridership numbers, which have decreased significantly since March 2020, to pre-pandemic levels. This offer will redeploy the hourly dollars currently being used for a part time graphic design position within CPIO and combine funding from Transfort's existing marketing and design budget to create an in house FTE position within CPIO that will allow Creative Services to provide up to 20 dedicated hours per week of design and branding support for Transfort while eliminating the need to outsource campaigns to expensive vendors.

This Offer supports the following Strategic Objectives:

- TM 6.3 - Invest in equitable access to, and expansion of, all sustainable modes of travel with emphasis on growing transit ridership.
- HPG 7.3 - Engage the community more effectively with enhanced inclusion of diverse identities, languages and needs.

20.7 1.0 FTE Analyst I, Communications and Engagement - Offer Type: Enhancement - Unfunded 2023 - \$63,538 2024 - \$86,825

Funding this offer will create a new 1.0 FTE Communications and Engagement Analyst position in the Communications & Public Involvement Office (CPIO). This position was recommended by the consulting firm that conducted the CPIO organizational assessment in 2021. The role is intended to determine the effectiveness of the City's communications, marketing and engagement strategies as well as the return on investment. This position will help develop key performance indicators (KPIs), collect and analyze data/metrics, report on communications and engagement success and return on investment, and provide actionable insights to improve effectiveness. The position will also work closely with the Equity & Inclusion Office to assess gaps or areas of improvement to better connect with historically underrepresented or underserved communities. Essential duties will include:

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- Measuring the effectiveness of communications and engagement programs, strategies and results or return on investment
- Developing key performance indicators and benchmarks
- Collecting and converting complex data findings into understandable reports and visualizations
- Providing performance insights and guidance on goals and best practices for effective communications and engagement
- Reporting on key metrics, analyzing and interpreting trends and sharing suggested approaches to achieve department/organizational goals
- Understanding and providing market research studies and consumer behavior analysis to better connect with diverse audiences

This Offer supports the following Strategic Objectives:

- HPG 7.3 - Engage the community more effectively with enhanced inclusion of diverse identities, languages and needs.
- NLSH 1.4 - Advance equity for all with an emphasis on racial justice to remove systemic barriers so that persons of all identities, including race, ethnicity, religion, gender and gender identity, age, class, sexual identity, mental and physical abilities and ability can fully participate in City services and experience equitable community outcomes.
- SAFE 5.4 - Provide ubiquitous emergency communication and comprehensive emergency preparedness and management.

20.8 Expanded Community Outreach and Engagement - Offer Type: Continuing Enhancement - Funded	2023 - \$30,000
	2024 - \$30,000

This enhancement continues the implementation and work funded in 2022. Funding this offer will enable City staff to partner with the Communications & Public Involvement Office (CPIO) to expand and enhance engagement with a changing Fort Collins community. Tools and Techniques for more effective engagement include:

\$20,000 – Language access

- Meeting Interpretation @ \$100/hour
- Materials Translation

\$10,000 – Cultural Brokers/Community Ambassadors and alternative engagement methods to more effectively engage the community

This offer would be used to support Citywide engagement efforts with significant community interest and impact (e.g., Strategic Plan and Budgeting For Outcomes) as well as emerging priorities. Historically, many different departments and staff reach out to the same community partners without coordination. This offer will help City departments better align and coordinate outreach efforts for more streamlined and consistent engagement. It will also expand access for non English speaking community members through increased interpretation and translation capacity.

This offer will help foster a broader sense of community by supporting engagement opportunities and events co created by the community using City funds, matching funds, promotional partnerships and other shared opportunities. It will also support standardized options to compensate community members and partners for their valued time, leadership, input and lived experience through targeted engagement opportunities, cultural brokerships/partners and community ambassadors who help the City better connect with historically marginalized communities.

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This Offer supports the following Strategic Objectives:

- HPG 7.3 - Engage the community more effectively with enhanced inclusion of diverse identities, languages and needs.
- NLSH 1.4 - Advance equity for all with an emphasis on racial justice to remove systemic barriers so that persons of all identities, including race, ethnicity, religion, gender and gender identity, age, class, sexual identity, mental and physical abilities and ability can fully participate in City services and experience equitable community outcomes.
- HPG 7.2 - Maintain the public trust through a high performing Council, organizational transparency, legal and ethical behavior, and regulatory compliance.

20.9 Fort Collins Public Access - Video Production Assistance Programs & Community Video Production Training and Event Coverage - *Offer Type: Enhancement - Unfunded* 2023 - \$30,000 2024 - \$30,000

This offer provides support to Fort Collins Public Access Network (FCPAN - doing business as FC Public Media) to expand cultural services to residents and nonprofit organizations through video production programs. Program services include training in the areas of camera operation, lighting, audio, editing and video production. Nonprofit programs include coverage of local events, video production services and broadcasting of public service announcements.

Located at the Carnegie Center for Creativity and being the public access channel for Fort Collins and Northern Colorado, FCPAN has offered these programs to nonprofit organizations for the past 4 years. Most local nonprofits cannot afford state-of-the-art video and audio equipment and require professional mentorship to complete their video or audio productions. They have benefited greatly from these matching funds for production services, because they operate with small budgets.

BFO funds enable FCPAN to produce (so far) 49 videos for, and offered production services to, more than 15 nonprofits in Fort Collins. Requested funds would continue FCPAN's ability to financially assist and partner with the nonprofit segment of the community. FCPAN would like to continue this nonprofit collaboration but needs these funds to do so.

This Offer supports the following Strategic Objectives:

- HPG 7.3 - Engage the community more effectively with enhanced inclusion of diverse identities, languages and needs.
- CR 2.3 - Expand opportunities to engage in arts and cultural programming throughout the community.
- NLSH 1.3 - Increase resident participation in income-qualified services and improve accessibility to City and community programs for low- and moderate-income households.

22.1 Human Resources Core Services - *Offer Type: Ongoing - Funded* 2023 - \$2,418,293 2024 - \$2,517,437

Funding this offer allows Human Resources (HR) to continue to deliver strategic services and programs “from applicant to alum” and includes talent acquisition and onboarding; employee performance; engagement and retention; coaching and consulting for managers at all levels; employee relations issues; policy development and interpretation, including compliance with all federal, state and local laws; collective bargaining; workforce analytics; competitive and market based compensation programs; technology, including data management and record keeping; and other essential HR Administrative services for the organization, including four Intergovernmental Agreements with other agencies.

These core programs and services:

- Ensure a continuous supply of qualified talent: a pipeline of internal and external candidates with the skills required to achieve the City's plans.

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- Enable a high performance workforce: a high-achieving competitive and diverse workforce with a clear understanding of how their work impacts performance and who feel recognized for their contribution.
- Strengthen world class leadership: a strong leadership bench and individuals with the key capabilities to impact the City's current and future performance.
- Support strategic City and service area initiatives: thought leadership and resources to help leaders and teams accomplish stated outcomes.
- Foster safety and well-being: a work environment that is safe, healthy and considers long-term family and community goals.
- Communicate policies and practices aligned with City values: organizational compliance with employment and labor laws, City directives and labor agreements.
- Drive operational efficiency: systems and services that support organizational effectiveness and organizational capabilities. Time is spent on employee relations, collective bargaining, managing risk and legal liabilities, and leveraging technology to enhance processes and reporting.

This Offer supports the following Strategic Objectives:

- HPG 7.4 - Foster a sense of purpose, belonging and well-being in how we innovatively attract, develop and retain diverse talent to serve our community.
- HPG 7.2 - Maintain the public trust through a high performing Council, organizational transparency, legal and ethical behavior, and regulatory compliance.
- HPG 7.1 - Provide world-class municipal services, while recognizing the importance of multi-sector relationships and partnerships at all levels.

22.2 Talent Development - Offer Type: Ongoing - Funded

2023 - \$383,562

2024 - \$393,408

This offer funds Talent Development (TD) personnel and programs, supporting strategic services and programs used by the organization's workforce including:

- Strengthen leadership by 1) equipping managers with the essential knowledge of principles and processes, 2) designing and supporting equity and inclusion curriculum and toolkits, 3) developing managerial capabilities to lead people while optimizing City's leadership expectations, 4) refining and operationalizing competencies and integrating into all talent management solutions, 5) coordinating and hosting virtual Manager Check-In sessions, and 6) managing the Mentoring Program.
- Ensure a continuous supply of highly qualified talent by implementing programs, improving processes, and building individual and organizational capabilities from applicant to alumni with 24 Welcome to the City sessions, developing and maintaining the Employee Essentials curriculum, and supporting the New Leader Onboarding process.
- Enable a high performance workforce by aligning how work impacts performance with six Leadership Link and two All Manager meetings, supporting the development of the Equity Office, coordinating with and supporting other areas of talent management, and collaborating with four Employee Resource Groups and other departments.
- Support strategic City and service area initiatives by identifying significant workforce implications and aligning HR initiatives and capacity to these plans such as Principles of Community, customer service, sexual harassment education and Managing at the City.
- Drive operational efficiency and effectiveness by optimizing FC Career Connect to deliver intelligent, intuitive and on demand training and development opportunities and continuing to adapt talent development activities to new digital methods.

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This Offer supports the following Strategic Objectives:

- HPG 7.4 - Foster a sense of purpose, belonging and well-being in how we innovatively attract, develop and retain diverse talent to serve our community.
- HPG 7.2 - Maintain the public trust through a high performing Council, organizational transparency, legal and ethical behavior, and regulatory compliance.
- HPG 7.1 - Provide world-class municipal services, while recognizing the importance of multi-sector relationships and partnerships at all levels.

22.3 Volunteer Services Program - Offer Type: Ongoing - Funded

2023 - \$209,567

2024 - \$215,924

This offer funds the City's Volunteer Services Program (VSP). Volunteers provide a significant resource to the City while co creating community. Volunteers impact the entire organization by supporting a high performing workforce, which in turn serves the community and increases public engagement. The Fort Collins Volunteer Program is nationally accredited through the Points of Light Foundation.

FC Volunteer is housed in Human Resources to provide strategic direction and annual objectives that guide and prioritize initiatives. City departments rely on volunteers to provide community programs, education, outreach and inclusive services. Marketing efforts serve to highlight volunteer stories and encourage others to volunteer while demonstrating the volunteer impact. Citywide recognition offers gratitude while continuing education builds capacity and capabilities for both volunteers and staff. VSP also nurtures unpaid interns by providing a platform for networking and access to leaders.

Engage is a volunteer management platform utilized by volunteers and staff to handle all events and volunteer administration. Engage is a custom system that is continually adjusted to meet the demands of an evolving program and meets ADA compliance guidelines. The Volunteer Program Manager is accountable for database administration, upgrades and technical support.

VSP is a centralized service hub for both community members and City departments regarding volunteer administration, metrics, data, policies, legal/risk management, and training. It is a resource for envisioning new programs while improving existing programs and facilitating collaboration. Well managed volunteer programs can increase department efficiencies while freeing staff to do the work for which they are uniquely qualified. Volunteerism serves as a path to employment and can lead to greater civic engagement.

This Offer supports the following Strategic Objectives:

- HPG 7.4 - Foster a sense of purpose, belonging and well-being in how we innovatively attract, develop and retain diverse talent to serve our community.
- HPG 7.3 - Engage the community more effectively with enhanced inclusion of diverse identities, languages and needs.

22.4 Wellness - Offer Type: Ongoing - Funded

2023 - \$411,688

2024 - \$421,579

The Wellness Program is a comprehensive program designed to improve the physical, mental, emotional and financial health and well-being of employees and their family members and to reduce medical claims costs and engage employees. The program is designed to reduce safety and health risk factors and reduce healthcare and workers' compensation costs. The Well Days Incentive Program is offered to educate, guide, and empower employees to make lifestyle choices that reduce the risk of illness and injury and target and improve the most prevalent health risk factors identified through health screenings, health risk assessments and healthcare claims

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data. The holistic approach and robust offerings of the Wellness Program ensure all employees can focus on their own well-being and help to create an organizational culture where all employees are valued. It is a competitive differentiator to attract, engage and retain talent.

Services and programs funded by this offer:

- Managing, maintaining and equipping six exercise rooms in the City
- On site flu shot clinics
- On site health screening events
- Administrating annual Well Days Incentive Program
- Three to four mini incentive programs, focusing on an aspect of well-being, offered annually
- Incentives to participate in programs, typically Downtown Gift Cards
- Ergonomic services
- Conducting fitness assessments
- Providing personalized exercise programming
- Coordinating various educational opportunities in the areas of stress management, nutrition, group exercise, mindfulness, financial wellness, weight management, mental health, live stretch sessions, and more
- Subsidizing discounted Recreation passes
- Subsidizing Recreation fitness classes
- Providing guidance and wellness coaching
- Annual Health Fair and Fun Run/Walk
- Support work groups in addressing wellness needs
- On site blood drives and mammography events
- App-based live streaming and recorded group exercise content

This Offer supports the following Strategic Objectives:

- HPG 7.4 - Foster a sense of purpose, belonging and well-being in how we innovatively attract, develop and retain diverse talent to serve our community.
- HPG 7.5 - Foster a culture of physical and psychological safety, resilience, wellness and sustainability across the City organization.

22.5 City Benefits and Retirement Administration - Offer Type: Ongoing - Funded

2023 - \$37,109,940

2024 - \$40,020,515

Funding this offer provides a comprehensive array of health and welfare benefits critical to attracting and retaining exceptional talent. The health and welfare benefits, and the administration of these benefits, are available to employees and family members as part of the City's Total Compensation and Well-being strategy. The Benefits Program provides employees a well balanced and market based choice of insurance plans: medical, dental, vision, life, accidental death, short and long term disability, flexible spending accounts, health savings accounts, emergency daycare, voluntary benefits (e.g., accident coverage), employee assistance program, and retirement plans. This offer includes funding for the on site health clinic, CityCare.

CityCare, the Employee Health and Wellness Center, provides convenient, high quality care for members of the City's medical plan in preventative, primary, acute, and urgent care; annual examinations/screenings; immunizations; prescription drugs; disease management services; coaching and counseling.

The Benefits team aligns and integrates data to support the Wellness Team to engage, educate and inform employees and their family members on preventive health

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and other chronic and disease care programs.

In addition, the City attracts and retains exceptional talent by offering meaningful, competitive benefits as part of the overall culture of well-being. As an employer of choice and industry leader, the staff educates and engages employees and their families in their health and financial wellness as a component of the City's Total Compensation and Well-being strategy. The Benefits and Wellness team collaborates with colleagues, City Council and strategic partners to continually evaluate and improve employee benefits while responsibly stewarding City resources.

This Offer supports the following Strategic Objectives:

- HPG 7.4 - Foster a sense of purpose, belonging and well-being in how we innovatively attract, develop and retain diverse talent to serve our community.
- HPG 7.5 - Foster a culture of physical and psychological safety, resilience, wellness and sustainability across the City organization.
- HPG 7.1 - Provide world-class municipal services, while recognizing the importance of multi-sector relationships and partnerships at all levels.

22.6 Leadership Development Programs - Offer Type: Enhancement - Funded

2023 - \$100,000

2024 - \$100,000

Funding this offer will restore the leadership development programs that meet the objectives of strengthening the City's leaders in key capabilities to impact the organization's current and future performance, ensuring a continuous supply of qualified talent required to achieve the City's plans, and enabling a high performance workforce that provides exceptional municipal services.

The Cost of Living Analysis and Future of Work surveys emphasize a need for ongoing development opportunities to bolster the attraction and retention of top talent. In the Future of Work survey, leaders indicated that leadership training was imperative to future work success. Our leaders have not had any significant leadership development opportunities beyond the ongoing virtual sessions provided since the fall of 2019. We know deeper development matters as 94% of past participants in Talent Development's advanced leadership experiences reported the training was relevant/very relevant in enhancing and/or building leadership capabilities. Further, 95% of leaders who completed Managing at the City were retained through the pandemic, when organizational attrition was at its highest.

While leaders remain in the City, they do require continual opportunities for development, as they are struggling to meet the demands of an unprecedented time and lead others well. COVID-19 has shifted the way we do business, and leaders at every level need support with the fast-paced changes. Topics that build on our leadership expectations include DEI, leading hybrid teams, managing conflict, coaching, managing burnout, hybrid meeting best practices, and promoting flexibility and autonomy. Additionally, our technical expertise needs to be bolstered: Teams, Zoom, FC3, Padlet, and other transformational tools and essential skills need to continue to advance. We can only achieve as much as our teams are equipped to handle, and leaders must have the skills and abilities to create the path.

This Offer supports the following Strategic Objectives:

- HPG 7.4 - Foster a sense of purpose, belonging and well-being in how we innovatively attract, develop and retain diverse talent to serve our community.
- HPG 7.2 - Maintain the public trust through a high performing Council, organizational transparency, legal and ethical behavior, and regulatory compliance.
- HPG 7.1 - Provide world-class municipal services, while recognizing the importance of multi-sector relationships and partnerships at all levels.

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22.7 Recruitment Advertising - Offer Type: Enhancement - Unfunded

2023 - \$43,000

2024 - \$43,000

Funding this offer of will increase the current Talent Acquisition (TA) sourcing and advertising fund from \$17K to \$60K.

This is a companion to Offer 22.13 and Offer 22.14. This offer will enable the Recruiters to participate in crucial talent acquisition platforms and networks to perform sourcing for top talent. Competitive sourcing and advertising strategies require access to both online platforms and regional networks to identify and attract specialized and hidden talent pools, including:

- Racially and ethnically diverse candidates
- Passive, employed candidates
- LGBTQIA+ candidates
- Candidates with disabilities
- Veterans
- Candidates representing different age groups, including seniors and early career

This fund will purchase access to actively source and contact qualified candidates on LinkedIn, Indeed, and Handshake/Purple Briefcase (national networks of university and community college students and alumni). It will allow advertising access on Broadbean, a robust network reaching valuable hidden candidate pools. Finally, this fund enables participation in regional events to attract talent and build pipelines from local networking groups, schools, universities and diversity groups. Strengthening connections and increasing access to City employment for community members is a priority.

McKinsey's August 2021 survey reports 40% of employees are somewhat or very likely to quit within 3-6 months. Enhanced funding will enable TA to compete in a historically challenging market, build pipelines in anticipation of critical vacancies, and speed up time-to-fill by connecting directly to top talent. Current funds enable very limited active sourcing options requiring the City to purchase external recruiter services to access hidden and specialized candidate pools.

This Offer supports the following Strategic Objectives:

- HPG 7.5 - Foster a culture of physical and psychological safety, resilience, wellness and sustainability across the City organization.
- HPG 7.4 - Foster a sense of purpose, belonging and well-being in how we innovatively attract, develop and retain diverse talent to serve our community.

22.9 1.0 FTE - Volunteer Engagement Specialist - Offer Type: Enhancement - Unfunded

2023 - \$56,620

2024 - \$86,825

Funding this offer will expand the Volunteer Services Program (VSP) by adding a 1.0 FTE Volunteer Engagement Specialist, doubling the capacity of VSP to support departments in volunteer administration. The new specialist will focus directly on Parks, Neighborhood Services, Boards and Commissions, and City departments wanting to align goals toward increasing outreach, efficiency and diversity.

The specialist will be in Human Resources (HR), aligning existing talent practices. Additional staffing provides the capacity to reimagine volunteer engagement to increase accessibility and inclusion. Targeted recruitment will more effectively seek the right volunteers, and efficient onboarding will ensure quicker placement. The specialist will develop screening and training practices that increase staff satisfaction and volunteer tenure. They will also serve as an expert in Engage, our volunteer management platform.

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38% of Fort Collins residents volunteer in some capacity, creating a vast talent pipeline. Through effectively engaging this talent, we allow departments to provide affordable and inclusive programs to thousands of residents and free staff capacity to do the work for which they are uniquely qualified. Increasing volunteer support in Parks will support the maintenance of the Urban Forest canopy. Additional volunteers will bolster efforts to keep Parks clean, safe and accessible. Recruiting more diverse volunteers in Restorative Justice will provide a better connection to the youth they serve. Staff supporting Adopt A Neighbor will be freed to engage more deeply with the community.

Boards and Commissions members are unique in their roles, as Council appoints them. A partnership with the City Clerk's Office would be formed whereby the Volunteer Specialist would oversee data management in Engage and assist City Clerk staff with on boarding and training. This partnership aims to free up City Clerk staff to expand engagement and outreach efforts.

This Offer supports the following Strategic Objectives:

- HPG 7.3 - Engage the community more effectively with enhanced inclusion of diverse identities, languages and needs.
- CR 2.1 - Provide diverse, inclusive and accessible recreation and cultural programs that drive attendance and cost recovery.
- NLSH 1.5 - Enhance the quality of life and sense of belonging in neighborhoods by connecting neighbors to City services, building community, and fostering harmonious relationships.

22.10 NextGenServe - Offer Type: Enhancement - Unfunded

2023 - \$29,814

2024 - \$29,814

Funding this offer will expand NextGenServe, a Citywide teen service program. The expansion will benefit teens ages 11-18 in Fort Collins by providing them with a meaningful summer experience where they will grow through servant leadership and career exploration. Teens are the future of our workforce and they provide unique perspectives that enrich our work and help us reimagine the future. Teens often fall into a gap between the ages appropriate for summer camp and the start of their first work experience. NextGen fills that gap for 20 teens each season.

A pilot program in 2021 showed great interest in NextGen and the program expanded in 2022, providing paid hourly staff to serve as crew leaders and CSU interns as assistants. Current capacity allows for two half day experiences each week. In 2023 and 2024 we will expand further to offer full day opportunities five days each week, giving access to many more participants and making the program more accessible to youth in working families. Collaboration with multiple departments and non profits offers a wide variety of experiences. In partnership with Poudre School District, NextGen is marketed widely to support workforce development.

NextGen combines volunteer service with work that benefits departments. Experienced Crew Leaders will provide mentoring and supervision to ensure high quality results and staff satisfaction. Each project will include presentations by staff on related career paths. Participants will have the opportunity to shadow staff in their areas of interest. Volunteering can be a key factor in securing college scholarships. Through NextGen, teens will also gain an understanding of the impact local government has on the community. Teens will build new relationships with peers outside of school and family while gaining real world experience. Teens are viewed as a valuable talent pipeline.

This Offer supports the following Strategic Objectives:

- HPG 7.3 - Engage the community more effectively with enhanced inclusion of diverse identities, languages and needs.
- HPG 7.4 - Foster a sense of purpose, belonging and well-being in how we innovatively attract, develop and retain diverse talent to serve our community.

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22.11 ARPA - HR Core 3.0 FTE Contractual: Talent Acquisition Recruiter, Talent Acquisition Coordinator, HR Data Management Coordinator, and Recruitment Advertising Funds - *Offer Type: 1-Time Enhancement* - **2023 - \$250,614** **Funded** **2024 - \$320,475**

Funding this offer will support the recovery of City teams experiencing the impacts of the pandemic on employment and the ability to serve the community well, by providing 3.0 contractual FTEs: 1.0 FTE Talent Acquisition (TA) Recruiter, 1.0 FTE HR Data Management (HRDM) Coordinator, and 1.0 FTE Talent Acquisition Coordinator. In addition, this offer will fund recruiting advertisement to source and attract a larger, quality and more diverse candidate pool pipeline and increase hiring capability to restore employment levels and hard to fill roles where interim employees have served for up to two years.

Increases in pandemic related turnover, employment changes/transactions, and anticipated hiring for ARPA projects has created immediate needs for additional HR labor and recruiting resources. The increased volume has reached levels that are not sustainable and has prevented advancement of other employment initiatives that align with City initiatives and retention of valuable talent. City teams are experiencing backlogs in their service areas due to short staffing, and in their deficit of time are unable to help recruit for their own teams.

Funding this offer will allow HRDM and TA teams to process the higher volume employment and recruiting responsibilities that have increased well beyond capacity and created backlogs of HR transactions occurring from turnover related to the pandemic and ARPA recovery projects. Examples of such transactions include strategic sourcing and coaching support for a vacancy, processing recruiting requisitions to posting, screening and hiring assistance, new hire set up, onboarding, compensation changes, interim role changes, development, retention programs, offboarding, etc.

Total Request is: \$637,000 (\$316k in 2023 and \$321k in 2024) to provide total compensation expenses for three contractual FTEs and recruiting advertisement funds for 2023 and 2024, to help City teams recover from the impact of the pandemic on employment.

This Offer supports the following Strategic Objectives:

- HPG 7.4 - Foster a sense of purpose, belonging and well-being in how we innovatively attract, develop and retain diverse talent to serve our community.
- ARPA Funding Recovery Theme: Economic Recovery

22.14 3.0 FTE - Talent Acquisition Coordinators - *Offer Type: Enhancement* - **Unfunded** **2023 - \$192,414** **2024 - \$260,475**

Funding this offer for 3.0 classified FTE Talent Acquisition (TA) Coordinators will transform the current decentralized TA model into a centralized strategic model by delivering comprehensive recruitment services to all hiring managers of classified positions. This offer is a companion to Offer 22.13 and Offer 22.7.

Hiring Managers and department staff will be the primary beneficiaries of this offer. In this centralized model, each TA Recruiter will be paired with a TA Coordinator to provide Hiring Managers with both strategic sourcing and coaching support as well as process and system support from the moment the vacancy occurs through the initial steps of onboarding. In close partnership with TA, Hiring Managers will continue to define success factors, make selection decisions, and build rapport with potential talent; however, the Recruiter/Coordinator team will support posting logistics, screening tasks, candidate communication, interview planning and strategy, negotiation and offer logistics, and initial onboarding tasks. By centralizing these tasks, the City will realize hard cost savings due to process efficiencies, Hiring Manager time saved, reduced time to fill and reduced cost of external recruitment firms. Soft cost savings will include reduced burnout from lingering vacancies, higher candidate quality, increased diversity, increased productivity and innovation, reduced legal risk, and improved candidate experience leading to the City's reputation as an Employer of Choice.

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Specifically, this Coordinator offer enables significant process and logistical support for Hiring Managers. If this Coordinator offer is not funded and the Recruiter offer is funded, Hiring Managers will benefit from strategic sourcing support, but process and logistical support will be limited. Hiring Manager and staff time will remain high.

This Offer supports the following Strategic Objectives:

- HPG 7.4 - Foster a sense of purpose, belonging and well-being in how we innovatively attract, develop and retain diverse talent to serve our community.
- HPG 7.6 - Optimize technology, data analysis and process improvements to innovate, guide decisions and enhance service delivery.

22.15 Additional Support for Employee Caregivers - Offer Type: Enhancement - Unfunded

2023 - \$850,000

2024 - \$850,000

Funding this offer will provide enhanced compensation support to all employees with caregiving responsibilities including part time, hourly and seasonal employees. Fort Collins City Council elevated childcare affordability and accessibility in the community as a key priority for 2019 2021. In 2021, they prioritized childcare for talent in the City. While the pandemic has intensified these issues and reinforced the importance of caregiving, it has also demonstrated the unique caregiving circumstances presented for each family. Eligible dependents are inclusive of elders, disabled adults, and children. The additional benefits detailed here, and the administration of these benefits, align to employee feedback shared as part of the Fall 2021 childcare benefit exploration project and several key strategic objectives related to the 2021 talent plan and future of work initiatives.

Funding this offer will provide financial assistance through a reimbursement program for benefit-eligible employees as well as an internal grant program to support hourly, part time and seasonal employees. The offer also includes administration of the benefit through a third party payment vendor.

City employees prefer continued access to a mixed delivery system offering choice to each family to identify the best option for their individual needs and preferences. City employees require schedule flexibility in the care to meet the needs of their work schedules. This offer meets those needs and supports a mixed delivery system of personal network care (family, friend, and neighbor), home-based, licensed and center-based care providers.

This offer will provide additional financial resources to all City employees who provide caregiving to other dependents at a time when caregiving costs make up a significant part of most household expenses and childcare providers often struggle to maintain sustainability due to the difference between market rates for caregiving and the true costs of care.

This Offer supports the following Strategic Objectives:

- HPG 7.4 - Foster a sense of purpose, belonging and well-being in how we innovatively attract, develop and retain diverse talent to serve our community.
- HPG 7.5 - Foster a culture of physical and psychological safety, resilience, wellness and sustainability across the City organization.
- ECON 3.7 - Collaborate with local and regional partners to advance equitable and affordable childcare solutions.

22.16 \$15 Minimum Wage for Hourly Positions - Offer Type: Enhancement - Funded

2023 - \$554,397

2024 - \$571,030

Funding this offer will increase the minimum wage for hourly positions across the City of Fort Collins organization to at least \$15 per hour. This will not address any wage compression issues created by raising the minimum wage to other hourly or classified positions. A \$15 minimum wage would align with the Council priority of increasing

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the minimum wage and establish the City as an employer that leads by example. Departments with significantly hourly positions that are currently below \$15/hour include Recreation, Parks, Cultural Services, and Operations Services.

The City has faced significant staffing challenges, which have been exacerbated in hourly positions. Often, this talent is critical to meet minimums to operate facilities and maintain appropriate service levels. These positions include vital positions to community health and safety such as lifeguards at aquatic centers. Without increasing wage levels to attract more interest in these community-facing positions, it is possible service levels and facility hours will need to be reduced, triggering direct and visible impacts to the community. In a limited pilot from increasing hourly wages in 2022 in the Parks Division, the change has yielded an improved quality of candidates and a higher application-to-hiring ratio.

This enhancement offer will maintain current service levels; without additional budget to increase hourly wages, the City will likely need to reduce services or hours of operation due to lack of staffing.

This Offer supports the following Strategic Objectives:

- HPG 7.4 - Foster a sense of purpose, belonging and well-being in how we innovatively attract, develop and retain diverse talent to serve our community.

28.1 City Council - Offer Type: Ongoing - Funded

2023 - \$209,873

2024 - \$215,383

This offer supports the City Council in fulfilling their duties and providing leadership for all areas of municipal government. The Councilmembers and Mayor receive a small monthly stipend and work to conduct business in accordance with the City Charter and Municipal Code and ensure a well-managed City that is aligned with community values, expectations, needs and priorities.

City Councilmembers fulfill their duties through a wide range of formal and informal activities. In addition to preparing for and conducting ongoing weekly Council meetings and work sessions, Councilmembers represent City interests on numerous committees and boards, act as liaisons to City Boards and Commissions, and represent the City's interests at a variety of events, gatherings and at the state and federal levels. As active Councilmembers they also conduct regular Listening Sessions where they engage with constituents.

The City Council participates in and benefits from professional development, networking and speaking opportunities, both locally and nationally. Major conferences for Council include the National League of Cities, which occurs twice a year, and the Colorado Municipal League, which occurs annually.

Primary duties of the City Council include:

- Providing guidance and direction for the administration of all City services and ensuring the City is delivering results that the community wants at a price it is willing to pay
- Analyzing and enacting policies
- Adopting the City budget
- Acting as the hiring authority and performance review body for the City Manager, City Attorney and Municipal Judge
- Authorizing the issuance of bonds and other debt financing mechanisms
- Engaging community members in a variety of ways on numerous issues
- Collaborating and partnering with organizations throughout the region, the nation and internationally

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This Offer supports the following Strategic Objectives:

- HPG 7.2 - Maintain the public trust through a high performing Council, organizational transparency, legal and ethical behavior, and regulatory compliance.

28.2 City Manager's Office - Executive Staff, Administrative & Financial Support - Offer Type: Ongoing - Funded	2023 - \$1,963,418 2024 - \$2,017,883
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This offer provides senior executive management, administrative support, and a financial analyst.

The City Manager's Office executive management team and administrative support team serve as liaisons between the City Council and City staff for requests and activities in which the City Council and the City Manager are engaged. The City Manager oversees the development and implementation of the City Budget and Strategic Plan to ensure that the City organization is functioning at a high level and providing expected levels of service to the community.

The Deputy City Managers oversee multiple Service Area Directors and provide strategic leadership for major operational functions in addition to providing content, policy, and Council support to the City Manager. The Assistant City Manager oversees the Information & Employee Services area department heads, in addition to having responsibilities for the legislative, policy and project staff and functions in the City Manager's Office.

Administrative staff provide support for the Mayor, six Councilmembers and seven senior executives. Support includes coordinating Council materials, complex calendaring and travel arrangements, tracking and coordinating hundreds of service requests per year, and daily staffing for customer contacts and meetings.

The Graduate Management Assistant (GMA) program attracts and develops talented individuals with an interest in a local government management career. This program has a long track record of success with previous GMAs now serving in local government roles both within the City of Fort Collins and nationally. While with the City, the GMA assists with and manages a variety of projects across the organization, including the budget and strategic plan.

The Financial Analyst provides financial analysis and budget support for five departments across the City and supplemental support to the City Clerk's Office, Municipal Court and City Attorney's Office as needed.

This Offer supports the following Strategic Objectives:

- HPG 7.1 - Provide world-class municipal services, while recognizing the importance of multi-sector relationships and partnerships at all levels.
- HPG 7.2 - Maintain the public trust through a high performing Council, organizational transparency, legal and ethical behavior, and regulatory compliance.

28.3 City Manager's Office - Policy, Legislative, Compliance & Performance Excellence Division - Offer Type: Ongoing - Funded	2023 - \$443,088 2024 - \$460,577
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This offer includes Policy & Performance Excellence staff comprised of three senior project managers.

The Policy & Project Managers support a variety of policy projects and the Legislative Program. Projects are often Citywide initiatives or Council priorities. In recent years projects have included the sustainable revenue efforts, strategic planning, customer service, and employee engagement, celebration and recognition.

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The Legislative Program has been instrumental in assisting Council in their desire to influence policy at both the state and national levels and these team members provide primary staffing for the Legislative Review Committee in addition to coordinating efforts with other elected officials. This tracking and lobbying is important as a Home Rule city to avoid one size-fits-all solutions and unfunded mandates, which can add costs to services that residents did not have an opportunity to engage in or support.

The Performance Excellence Program uses continuous improvement processes and focus teams to build organizational capacity. Recent focus projects have included customer service initiatives; employee engagement, celebration and recognition oversight; strategic planning process coordination; and leadership growth and development.

The services and outcomes provided in this offer support high quality and efficient resident services and a workforce that is engaged and committed to the organization mission, vision, and values.

This Offer supports the following Strategic Objectives:

- HPG 7.1 - Provide world-class municipal services, while recognizing the importance of multi-sector relationships and partnerships at all levels.
- HPG 7.2 - Maintain the public trust through a high performing Council, organizational transparency, legal and ethical behavior, and regulatory compliance.
- HPG 7.9 - Proactively influence policy and legislative development at all levels.

28.4 Diversity, Equity & Inclusion (DEI) Office - Professional Services - Offer Type: Ongoing - Funded

2023 - \$25,879
2024 - \$26,275

The creation of a centralized resource to support Diversity, Equity & Inclusion (DEI) Office efforts provides an opportunity for additional partnership with Service Areas who are revising and deploying new outreach and training approaches with an equity lens. Funding for traditional services exist within discrete budget offers, and many of these offers have been updated to support greater equity and inclusion. Despite these efforts, the added knowledge and experience of the DEI Officer will likely reveal adjustments to these plans. Funding sought through this offer is intended to support value added resources and opportunity for engagement and partnership with diverse community groups identified by the Equity Office. Funds will be used for services that help build strong, trusting partnerships with City staff and community members, especially historically underserved groups in order to advance equity for all.

This Offer supports the following Strategic Objectives:

- HPG 7.3 - Engage the community more effectively with enhanced inclusion of diverse identities, languages and needs.
- NLSH 1.4 - Advance equity for all with an emphasis on racial justice to remove systemic barriers so that persons of all identities, including race, ethnicity, religion, gender and gender identity, age, class, sexual identity, mental and physical abilities and ability can fully participate in City services and experience equitable community outcomes.

28.5 Diversity, Equity & Inclusion (DEI) Office - Offer Type: Ongoing - Funded

2023 - \$464,390
2024 - \$483,669

This offer supports the Diversity, Equity & Inclusion (DEI) Office for the City of Fort Collins, including the position of DEI Officer. Funded for 2021, The DEI Officer is responsible for leading the City's Diversity, Equity & Inclusion efforts. The role of the newly created office includes establishing a framework to build organizational capacity to advance equity for all with an emphasis on racial justice to remove systemic and perceived barriers so that persons of all identities, including race, ethnicity,

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religion, gender, age, class, sexual identity, and ability can fully participate in City services and experience equitable community outcomes. This is a strategic objective in the City Council adopted City Strategic Plan.

Housed in the City Manager's Office, the DEI Office will spearhead the Citywide effort to adapt and be more proactive in meeting the opportunities and supporting changes throughout the organization to further the City's DEI journey. In addition to assisting with organizational change, staff will partner with community stakeholders to create, promote and implement opportunities for all residents to connect and learn from each other through civic engagement opportunities to enhance and facilitate community respect, trust and understanding.

The organization is committed to incorporating an equity lens in its services, operational and community aspects, and internal staff professional development to increase sense of belonging in the organization.

This Offer supports the following Strategic Objectives:

- NLSH 1.4 - Advance equity for all with an emphasis on racial justice to remove systemic barriers so that persons of all identities, including race, ethnicity, religion, gender and gender identity, age, class, sexual identity, mental and physical abilities and ability can fully participate in City services and experience equitable community outcomes.
- HPG 7.5 - Foster a culture of physical and psychological safety, resilience, wellness and sustainability across the City organization.
- HPG 7.3 - Engage the community more effectively with enhanced inclusion of diverse identities, languages and needs.

28.6 Language Access Services for City Council Meetings and High Priority Civic Engagement Events - 2023 - \$34,560 Offer Type: Enhancement - Unfunded 2024 - \$34,560

The City is federally mandated to provide language access services upon request so individuals with limited English proficiency can participate and enjoy the benefits of City services and programs. The City provides these services at no cost to community members, as required.

The City currently provides interpretation upon request for specific Council agenda items, not necessarily the entire meeting. This places the onus on community members, who must request interpretation in advance in order to access and engage in these meetings. The intent of this offer is to reduce inclusion barriers for our Spanish speaking community members by providing interpretation at Council meetings as a routine and consistent practice instead of relying upon requests. This advances the City's priority of providing inclusive and equitable services and programs.

City Council Meetings are a high priority public event because they serve a vital government function of engaging the community in civic decision making. Other high priority meetings may include Ad Hoc Committees designated by City Council, participation in project planning and feedback sessions, or public forums on matters concerning vital community diversity, equity and inclusion issues the City is addressing.

The need for Spanish language access is evident: the most recent Census data available (2018) shows that over 1,600 Spanish speaking community members speak English "less than very well." This number is very likely much higher due to census limitations. During Poudre School District's 2021 2022 school year, nearly 2,000 students were identified as English language learners; 18.45% of those students are Hispanic/Latino. Without interpretation, these Spanish speaking community members are not able to participate in civic decision making processes that impact them on some level. Interpretation permits more equitable engagement opportunities and connection.

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This Offer supports the following Strategic Objectives:

- NLSH 1.4 - Advance equity for all with an emphasis on racial justice to remove systemic barriers so that persons of all identities, including race, ethnicity, religion, gender and gender identity, age, class, sexual identity, mental and physical abilities and ability can fully participate in City services and experience equitable community outcomes.
- HPG 7.3 - Engage the community more effectively with enhanced inclusion of diverse identities, languages and needs.

28.7 State Legislative Advocacy - Offer Type: Continuing Enhancement - Funded

2023 - \$40,000

2024 - \$40,000

Funding this offer will increase the City's effectiveness within the Colorado General Assembly and state agencies to be proactive on state policy issues by funding a contract lobbyist. Proactive legislative advocacy requires a constant presence in the Capitol and sustained relationships with a broad range of legislators and staff.

This offer proposes to continue with an outsourced contract advocate for the City to work at the Colorado General Assembly. The advocate would work with the Policy and Project Manager (in City Manager's Office) and Legislative Review Committee (LRC Councilmembers) to serve the City's needs year round. This person or firm would:

- Act as the City's registered lobbyist
- Serve as a professional policy advisor
- Partner to develop and implement strategic advocacy

Lobbyists are based full time in Denver and function as the City's representative at the Capitol and among state agencies. City staff will continue to coordinate and direct day to day advocacy activities and staff the LRC. Lobbyists attend certain events and meetings in Fort Collins and provide regular reports to City staff and to City Council as requested.

This Offer supports the following Strategic Objectives:

- HPG 7.9 - Proactively influence policy and legislative development at all levels.

28.8 Employee Engagement Survey - Offer Type: Enhancement - Unfunded

2023 - \$52,000

2024 - \$52,000

The City is seeking an employee engagement survey tool and process. The previous survey, Blessing White, was suspended from 2020 2022 to save costs. Multiple status check surveys were conducted during the pandemic to measure employee engagement. These surveys were custom built and provided limited reports and analytics and no benchmarks or comparisons. The City is currently conducting an RFP to find a survey product that will allow the organization to retain the usefulness of the Blessing White Core 34 Survey from the past several years, while providing an improved, agile and just-in-time system to measure engagement moving forward.

Having a standardized mechanism to gauge employee engagement and morale ensures the City is able to provide a quality and skilled workforce that is at its best to serve the Fort Collins community.

The City will conduct the RFP process and will be seeking a firm that can conduct project management services for an employee engagement/satisfaction survey, including survey distribution, results data analytics and assessment, reporting functionality, comparison data/benchmarking and action planning. The awarded

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Professional will work with the Executive Team, project leads, and City departments/Service Areas to review an assessment of results. The City has been conducting employee engagement and satisfaction surveys for almost 20 years and is seeking an update to a format that is quicker, user friendly and provides actionable data.

This Offer supports the following Strategic Objectives:

- HPG 7.4 - Foster a sense of purpose, belonging and well-being in how we innovatively attract, develop and retain diverse talent to serve our community.
- HPG 7.1 - Provide world-class municipal services, while recognizing the importance of multi-sector relationships and partnerships at all levels.

28.9	ARPA 1.0 FTE Contractual Language Access Services/Communications Specialist Centralized	2023 - \$122,177
	Translation, Interpretation and Communications - Offer Type: 1-Time Enhancement - Unfunded	2024 - \$144,690

This offer will provide the City organization a centralized professional translator/interpreter and DEI communications Specialist. This 2 year cycle will permit the organization to provide local employment, increase diverse talent, and refine how translation/interpretation services are communicated and promoted in town. An internal form will be created to collect requests from service area departments to help determine the internal needs of translation/interpretation services. A comprehensive intake method will be provided to all requests to assure that services are reaching the intended community audience online and in person by suggesting locations for print translations and working with CPIO to determine best on line strategies. Translation will be provided for documents for distribution including handbooks; guides; legal notices; forms; policies and regulations; report summaries; promotional flyers; department websites, etc. Interpretation will be provided for City sponsored engagement initiatives, focus groups and various public forums designed for linguistically diverse and multicultural community audiences. An interdepartmental community engagement plan including City engagement needs for feedback, promotion and distribution of language access services across the city will be created and co managed between CPIO and the Office of Equity & Inclusion to increase effectiveness of language services delivery.

This FTE will also manage language access services for City Council meetings and other high priority engagement events (Offer 28.6).

This Offer supports the following Strategic Objectives:

- HPG 7.3 - Engage the community more effectively with enhanced inclusion of diverse identities, languages and needs.
- HPG 7.4 - Foster a sense of purpose, belonging and well-being in how we innovatively attract, develop and retain diverse talent to serve our community.
- ARPA Funding Recovery Theme: Equity and Community Resilience

28.10	Diversity, Equity & Inclusion (DEI) Office Professional Services - Enhanced - Offer Type: Enhancement	2023 - \$25,000
	- Funded	2024 - \$25,000

The Office of Equity & Inclusion is focused on building strong relationships with the diverse community groups in Fort Collins as well as building internal capacity through interdepartmental networking and project partnerships. In order to accomplish this goal additional funding will be required to provide space for dynamic interactions to take place. Funding will be invested in people centered initiatives such as: facilities rentals, food and beverage, subject matter consultants and facilitators, and sponsorship of community events to demonstrate our commitment to an equitable and inclusive community.

In addition, the Office of Equity & Inclusion is acquiring the Employee Relations & Compliance position. This position will work closely with Human Resources and the Communications & Public Involvement Office (CPIO) to provide a safe and inclusive work environment and maintain positive interactions with the community. There are protected classes compliance matters that will require project monies to be available to address new compliance requirements. One example is Colorado HB21 1110,

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which will require new IT and website supports to write a website accessibility plan by July 1, 2022 and implement those plans by July 1, 2024. This offer will allow for a subject matter expert to be contracted if needed.

This Offer supports the following Strategic Objectives:

- NLSH 1.4 - Advance equity for all with an emphasis on racial justice to remove systemic barriers so that persons of all identities, including race, ethnicity, religion, gender and gender identity, age, class, sexual identity, mental and physical abilities and ability can fully participate in City services and experience equitable community outcomes.
- HPG 7.3 - Engage the community more effectively with enhanced inclusion of diverse identities, languages and needs.

28.11 ARPA – 1.0 FTE Contractual Community Relations Specialist and Equity Indicators Project - *Offer Type:* 2023 - \$147,236 1-Time Enhancement - Unfunded 2024 - \$147,796

The Fort Collins community is seeking knowledge on the progress and monitoring of the Equity Indicators Report and Dashboard. It is about City accountability, transparency, impact and intention. Phase 1 of the project is to publish racial disparities based on the 10 domains in the report on the public-facing dashboard at fcgov.com/equity. The initial success of the Equity Office depends on the quality of community engagement and communication on the progress of the equity indicators and ongoing data analysis and collection. The community expects response from the City to show how we are improving lives for community members, especially those who are historically underrepresented.

Phase 2 is looking at the community impact of services and programs the City offers and funds. This is directly related to the metrics required for ARPA recovery reporting. This 1.0 FTE and programmatic funding will help coordinate and align data collection and analysis, and engagement surveying, interviews and focus groups between City departments and non profit partners implementing programs and community members receiving services and funding. This data is mutually beneficial for ARPA reporting and developing the Equity Indicators Project to showcase City initiatives that foster a culture of belonging and diversity, equity and inclusion outcomes for the community. We have an opportunity to select specific metrics that align across funded projects focused on Recovery objectives of health, community, economic and environmental resilience, which are also equity indicators per the report. A data routine is needed to develop best practices for reporting on equity outcomes in a way that resonates with the community.

This position will also partner to coordinate community events with Service Areas promoting visibility and support the cultural diversity of the community and build trusting and strong relationships with diverse groups to dismantle governmental distrust.

This Offer supports the following Strategic Objectives:

- HPG 7.3 - Engage the community more effectively with enhanced inclusion of diverse identities, languages and needs.
- NLSH 1.4 - Advance equity for all with an emphasis on racial justice to remove systemic barriers so that persons of all identities, including race, ethnicity, religion, gender and gender identity, age, class, sexual identity, mental and physical abilities and ability can fully participate in City services and experience equitable community outcomes.
- ARPA Funding Recovery Theme: Equity and Community Resilience

28.12 City Council Voter approved pay increase - *Offer Type:* Enhancement - Unfunded 2023 - \$313,172 2024 - \$332,517

- The intention is to minimize compensation as a barrier to service on the City Council and to recognize the increasing size of Fort Collins and the growing complexity

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of matters coming before the City Council has increased time commitments.

- The last external analysis of Council pay and benefits was done 24 years ago in 1998. The population in 2000 was 118,652 and in 2022, it is 176,000, representing a 33% increase.
- Council approved a ballot initiative for the November 2022 election to modify the approach and amount to Council pay.

This Offer supports the following Strategic Objectives:

- HPG 7.2 - Maintain the public trust through a high performing Council, organizational transparency, legal and ethical behavior, and regulatory compliance.

29.1 Sustainability Services Administration - *Offer Type: Ongoing - Funded*

2023 - \$727,531

2024 - \$756,532

This offer will fund Sustainability Services Area (SSA) leadership. It includes the staff (4.25 FTE) to analyze, plan, implement and direct policies and programs related to sustainability in Environmental Services, Economic Health, and Social Sustainability. Leadership will facilitate interdepartmental work to advance Triple Bottom Line initiatives and optimize outcomes within the organization and the community.

SSA plays key roles in many community priorities, including:

- Economic, social, and environmental health recovery
- Equity
- Housing and homelessness
- Climate Emergency
- Resilience
- Community Engagement
- Small to large business support
- Waste reduction & recycling
- Redevelopment
- Childcare
- Air Quality

This offer:

- Leads the strategy, operations and culture of the Service Area, specifically integrating across the departments to achieve better results that co advance economic, environmental and social health outcomes
- Oversees the implementation of the City's internal and external sustainability initiatives including major adopted plans and progress toward Council adopted goals
- Ensures financial analysis of programs, budget development, compliance and Service Area management
- Assists in developing and managing Sustainability performance metrics
- Provides executive sponsorship, financial analysis and admin support to effectively coordinate multiple cross departmental and community-wide collaboration efforts (such as housing, climate, regional waste shed, business engagement, etc.)
- Guides the City organization's utilization of triple-bottom-line evaluation to consider economic, environmental and social health outcome impacts of projects, programs and policies
- Serves a diversity of community members with a focus on underrepresented populations through our work such as minority- and women-owned businesses, people of color, youth and families, people experiencing homelessness, low-income residents and others.

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This Offer supports the following Strategic Objectives:

- HPG 7.5 - Foster a culture of physical and psychological safety, resilience, wellness and sustainability across the City organization.
- HPG 7.1 - Provide world-class municipal services, while recognizing the importance of multi-sector relationships and partnerships at all levels.
- HPG 7.6 - Optimize technology, data analysis and process improvements to innovate, guide decisions and enhance service delivery.

29.2 1.0 FTE Deputy Sustainability Director - Offer Type: Enhancement - Unfunded

2023 - \$141,737

2024 - \$193,775

This offer will enhance systems leadership in the Sustainability Services Area (SSA) around strategy, community partnerships, regionalism, triple bottom line (TBL: economic, environmental, social) integration and evaluation.

SSA leads services that the City can't do alone yet are consistently identified as top priorities, such as housing, climate, and economic resilience. As a result, success requires strategic and collaborative leadership capacity supporting complex efforts toward systems change by co creating new approaches all while leveraging the City's role.

This Deputy level staffing would support:

- Enhanced TBL Integration and Evaluation: Analyzing and optimizing TBL trade offs and benefits in policy decisions, project planning and program design remains a priority for the City. This position will provide organizational leadership to align and sustain the evolution of TBL tools to meet an increasing need for TBL application (requests from other departments, Council, community).
- Enhanced Strategic Leadership: SSA consistently leads a significant number of Council and community priorities requiring coordination and engagement of internal and external partners. This role will support the breadth/depth of SSA executive sponsorship demands, while enhancing strategic capacity across the service area and organization to achieve adopted sustainability goals.
- Special Projects Relief: SSA often leads the response to emergent issues that require the City to explore new roles, policies and programs. This position will be able to take on or directly support complex/emergent project management.
- Enhanced External Engagement: Enables Sustainability Officer to focus more on the external engagement necessary for making progress on system level issues under SSA's responsibility, including Regional Wasteshed/Zero Waste, Housing and Homelessness, Climate Emergency, Economic Resilience, Air Quality, Childcare, Talent/Business Retention.

This Offer supports the following Strategic Objectives:

- HPG 7.5 - Foster a culture of physical and psychological safety, resilience, wellness and sustainability across the City organization.
- HPG 7.1 - Provide world-class municipal services, while recognizing the importance of multi-sector relationships and partnerships at all levels.

35.1 City Clerk Administration - Offer Type: Ongoing - Funded

2023 - \$631,214

2024 - \$651,356

Funding this offer will allow the City Clerk's Office to continue providing mission critical support to the City Council and the entire City organization, enabling the City to provide effective local governance.

Key services funded by this offer include:

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- Clerk-to-Council functions mandated under City Charter and Code, including producing City Council agendas, writing/coordinating proclamations, maintaining related planning and management documents (6 month planning calendar, preliminary agendas, etc.), preserving and maintaining legislative and historical documentation (including database maintenance), legal notices, meeting minutes, and web page maintenance.
- Coordinating codification of all ordinances amending the City Code, Land Use Code, and Traffic Code.
- Support for the Council Election Code Committee (scheduling, agendas, minutes, web page maintenance, research, meeting management). Work of the Committee typically results in the preparation of work session materials for consideration by the Council as a whole, City Code amendments, and Charter amendments to be considered by the Council for submission to the voters of Fort Collins.
- Core Election management. Project management and preparation for a City conducted election is a six- to eight-month process, performed primarily by the City Clerk and Chief Deputy City Clerk, who are also responsible for other election functions including candidate and campaign finance filings, handling any petitions submitted and conducting special elections (Temporary election workers, staff overtime related to the election, and direct election expenses are included in Offer 35.2).
- General services to the staff and the public, including research and information on historical items related to Council actions, Code changes, or legislation relating to a program or service provided by the Clerk's Office; notary services; execution of documents necessary for certain residents to receive benefits from foreign countries.

This Offer supports the following Strategic Objectives:

- HPG 7.1 - Provide world-class municipal services, while recognizing the importance of multi-sector relationships and partnerships at all levels.
- HPG 7.9 - Proactively influence policy and legislative development at all levels.

35.2 Elections - Offer Type: Ongoing - Funded

2023 - \$425,406

2024 - \$22,000

This offer will fund the 2023 regular municipal election. By Charter, regular elections are held in April of odd numbered years for the election of a Mayor and Council District representatives. In addition, any number of initiatives or referendums could be generated by the Council or by voters to appear on the ballot.

The April 2023 election will be conducted by mail ballot. As done since 2013, the City will pay postage for all voted ballots returned by mail. Full scale signature verification, first implemented in 2019, will be used, and election activities will continue for the eight days after election day to allow for verification and reconciliation of discrepant and missing signatures, and for receipt of ballots from uniformed military and overseas voters. Costs associated with elections have been rapidly increasing, including for temporary wages and equipment rental, as well as consumable supplies such as paper for ballots and envelopes. Postage costs are also increasing.

Planning for elections is continuing on the presumption that a regular municipal election will occur in April of 2023 and will be conducted by the City Clerk's Office. Council is considering putting a question before the voters in November 2022 which, if approved, would change the regular municipal election to November in odd numbered years. If the voters approve that change, the April 2023 election will not be held. Because the certification of results from the November 2022 election will not be finalized until mid to late November, staff must proceed with planning for the April 2023 election.

This offer does not fund an election in November 2023. If the regular election is moved from April to November, funding for April as provided in this offer will be used instead for the November election. If the amount of funding is not enough to cover the City's share of the November election, a supplemental appropriation will be requested.

This Offer supports the following Strategic Objectives:

- HPG 7.1 - Provide world-class municipal services, while recognizing the importance of multi-sector relationships and partnerships at all levels.

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35.3 Boards and Commissions - Offer Type: Ongoing - Funded

2023 - \$134,991

2024 - \$139,290

This offer funds support for the appointed Boards and Commissions program, including the process of appointing members to these bodies and supporting the framework for their operations. This program provides a great opportunity for approximately 230 residents to give their time and expertise to help shape the community and to provide feedback and recommendations to Council on a variety of items that cover all of the City's outcome areas.

This offer supports Council by coordinating the recruitment, interview and appointment processes used to fill board membership. The program also supports staff liaisons assigned to the boards and commissions by providing training and guidance related to conducting meetings, open meeting requirements, meeting minutes, and work plans and annual reports.

Residents willing to take an active role in the City are an essential part of what makes Fort Collins a great place to live, work and play. In 2019, Council identified reimagining how boards and commissions operate as a priority. While this work moved forward, it was slowed by COVID 19. Some structural shifts were made to boards and commissions, and ongoing work continues looking at further iterations. Council has been clear in its priority for this program to include a robust community engagement component to attract a diverse applicant pool that includes community members who do not typically express interest in these opportunities. The Council values input from all members of the community and hopes to encourage participation by underserved and under represented community members historically left out of conversations affecting Fort Collins, including communities of color, recent immigrants, those for whom English is a second language, and residents from a range of income levels. In order make participation more attractive and feasible, community engagement is also focused on identifying barriers to participation and options for addressing those barriers.

This Offer supports the following Strategic Objectives:

- HPG 7.1 - Provide world-class municipal services, while recognizing the importance of multi-sector relationships and partnerships at all levels.
- HPG 7.3 - Engage the community more effectively with enhanced inclusion of diverse identities, languages and needs.

35.4 Licensing Services - Liquor and Cannabis - Offer Type: Ongoing - Funded

2023 - \$199,879

2024 - \$205,329

Funding this offer will allow the City Clerk's Office to provide robust licensing services for liquor and cannabis business owners as required by State Statute and City Code. These services enable business owners to obtain licensing for various types of establishments including hotels, restaurants, taverns, lodging and entertainment facilities, brew pubs and entertainment districts on the liquor side, and cannabis medical and retail stores, cultivations, and product manufacturing facilities.

Staff provides expert guidance relating to new applications, transfers of ownership, modifications of premises, manager registrations, corporate changes, location changes, special event permits, and renewals, etc. Coordination with the Colorado Department of Revenue is a major component as dual licensing (State and City) is required. In addition to licensing, staff participates in actions relating to alleged violation of the law. Both areas of licensing involve significant internal coordination with the City Attorney's Office, Police Services, Sales Tax, Poudre Fire Authority, Building Services, Zoning, and Municipal Court (which acts as the Licensing Authority for both liquor and cannabis).

Staff maintains knowledge of extensive bodies of law and monitors pending and approved legislation for impact on licensing programs and need for Code changes to conform to state law. When appropriate, staff participates work groups established by the state in an effort to have influence on the development of proposed legislation and rule making.

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These services add to the economic viability of the community and the City organization. In 2021, these programs generated a combined \$375,547 in licensing fees and fines. Cannabis generated \$5.5M in local sales tax and share-back of state sales tax. Sales tax revenue generated by liquor establishments is harder to define as it is mixed with a variety of retail sales; however, it is estimated to be millions of dollars annually as well.

This Offer supports the following Strategic Objectives:

- HPG 7.1 - Provide world-class municipal services, while recognizing the importance of multi-sector relationships and partnerships at all levels.
- HPG 7.9 - Proactively influence policy and legislative development at all levels.

35.5 Privacy and Records - Offer Type: Ongoing - Funded

2023 - \$146,494

2024 - \$151,489

Funding this offer provides a degree of centralized capacity and focus on privacy and records. The City Clerk's Office is home to the Privacy and Records program on behalf of the organization.

Although both privacy and records could easily be two full time positions by themselves, the Privacy and Records management position/program was ultimately approved by Council in 2020 and is a combined program that is charged with designing and managing processes that have both privacy and records considerations to gain efficiencies and compliance across the organization.

Privacy and data are related, but separate concepts.

Privacy responsibilities play a central role as an advocate for both customers and employees, ensuring the City respects privacy and is in compliance with regulations. Privacy is about personally identifiable information and the privacy officer is responsible for how that information is collected, stored, shared and transmitted, as well as ensuring compliance with a complex set of regulations. This program was created due to these complex regulations, as well as key findings of an external cybersecurity risk assessment, the Baldrige initiative, general legal liability and financial risk associated with the possibility of a privacy breach, as well as the ethical responsibility to protect our community.

Data and records management help to automate and operationalize data governance workflows and processes to deliver trusted data. With good data management, the City will be more organized and productive. Staff will have an easier time finding, understanding and relaying information. Data management can help the City avoid unnecessary extra costs such as unneeded duplication, and great data management makes it easy for staff to respond quickly to community needs.

Proper privacy and data management also helps ensure that our valuable information stays secure, organized and never ends up in the wrong hands.

This Offer supports the following Strategic Objectives:

- HPG 7.1 - Provide world-class municipal services, while recognizing the importance of multi-sector relationships and partnerships at all levels.
- SAFE 5.6 - Protect mission-critical physical and virtual infrastructure, in addition to sensitive data, against new and increasing cybersecurity threats.

35.7 Records Digitization Project and Pilot - Offer Type: 1-Time Enhancement - Unfunded

2023 - \$92,000

2024 - \$107,000

Funding this offer will jump-start essential work toward digitization in the City Clerk's Office of key City records and documents while allowing the office with the City's

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centralized records support to build out protocols and templates for expanding this work across the organization in a consistent manner. This matters to residents, City team members, and anyone else trying to access or maintain key information in accordance with state law and City code and policy.

The City Clerk's office is tasked under City Charter with keeping a journal of all Council proceedings. This has historically been done by storing the hard-copy paperwork of any proceedings, dating back to the formation of the City in the 1800s. The Clerk's Office also maintains an array of other organizational records. Paper continues to deteriorate over time; light, humidity and other elements accelerate deterioration. Digitizing allows staff to properly protect and store historical materials, preserving their qualities for future generations to appreciate.

Why Digital Transformation Can't Wait:

Over the past decade, digital transformation has forced businesses to shift and operate more online. The COVID 19 pandemic only accelerated this process and altered constituent and user behavior so tremendously it is difficult to keep pace. Transitioning to a digital office has many benefits:

- Supports the Road to Zero Waste Plan
- Reduces storage costs
- Saves time in retrieval
- Allows more efficient tracking of records for compliance

Scanning and imaging documents in the City is one of the first steps into an organization wide digitization transformation, which will help us keep up with emerging customer demands. In addition, this global transformation will ultimately affect each level of the City and will bring together data across areas to work together more effectively. This continues Fort Collins' world-class organization status and allows us to sustain that standing into the future.

This Offer supports the following Strategic Objectives:

- HPG 7.1 - Provide world-class municipal services, while recognizing the importance of multi-sector relationships and partnerships at all levels.

35.8 3.0 FTE - Passport Services - Offer Type: Enhancement - Unfunded

2023 - \$151,636

2024 - \$203,646

Funding this offer will allow the City of Fort Collins to provide robust passport services as an agent on behalf of the United States Department of State. This service is used by residents of Fort Collins and surrounding communities who are finding fewer alternatives locally for passport services, as Larimer County paused services during COVID 19 and has not resumed. The United States Post Office remains the other location in Fort Collins to obtain a passport.

The offering of passport services, previously included as a part of the City Clerk Administration offer, has been separated from Administration, and dedicated ongoing funding has been incorporated in this enhancement offer. This offer is being put forward to acknowledge the need to more appropriately scope the work involved in providing these services. At this time, only one member of the Clerk's Office is actively working as a passport agent, in addition to juggling administrative responsibilities in the office. Workload does not allow dedicating more time or current staff to this function, which has resulted in frustration from residents who are disappointed full-time service is not available and are having difficulty obtaining an appointment for service at any passport location. While there is community demand for this service, unlike the other functions provided by the Clerk's Office, it is not mandated under state statute or City Code or Charter that this service be provided. This offer has been scoped to identify the resources necessary to provide full-time passport services to the public.

If this offer is not purchased, passport services will no longer be provided by the City Clerk's Office.

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This Offer supports the following Strategic Objectives:

- HPG 7.1 - Provide world-class municipal services, while recognizing the importance of multi-sector relationships and partnerships at all levels.

35.10 2.0 FTE Contractual - City Clerk's Office Talent Development Apprenticeship Model - Offer Type:	2023 - \$114,964
Enhancement - Unfunded	2024 - \$134,214

Funding this offer will put the City Clerk's Office on a path to optimizing limited resources in an innovative manner to continue meeting growing needs. The offer builds a strategic approach to addressing the need for increased administrative capacity while also tackling the office's looming succession planning challenges, all in a manner designed to also develop nontraditional pathways into local government careers.

Using a model of apprenticeship, this offer creates two ongoing, staggered contractual positions. These positions are each designed to be for a 24 month period, one starting each calendar year, on an ongoing basis. Over the time spent in this role, a team member will get on the job training in functions across the office, as well as additional intentional training and career development to prepare for a permanent role in the City organization. The work done by the Clerk's Office is not something there is formal pre employment training for, yet it underpins critical functions of the City enterprise. Pay rates of existing positions are not competitive at a level to recruit experienced employees from other jurisdictions, creating a challenge in filling the specialized roles in the office. There is urgency behind the need to identify a talent pipeline for these roles, as several members of the team are approaching potential transitions.

This program is built on a paradigm of shared success for the Clerk's Office, the broader City organization and the Fort Collins community, as well as the individuals offered an opportunity to build careers. Capacity for supporting existing services has not increased in the Clerk's Office in multiple decades despite substantial increases in volume and complexity for most of the seven program areas for which the office is responsible. This approach adds to that capacity in a way that meets other internal challenges while also helping develop a more inclusive and representative City workforce.

This Offer supports the following Strategic Objectives:

- HPG 7.4 - Foster a sense of purpose, belonging and well-being in how we innovatively attract, develop and retain diverse talent to serve our community.
- HPG 7.3 - Engage the community more effectively with enhanced inclusion of diverse identities, languages and needs.
- HPG 7.7 - Address current and long-term projected gap between available revenue and resources, and what is required to meet service levels set by adopted plans.

35.11 1.0 FTE - Analyst Providing Elections Transparency and Technology Support - Offer Type:	2023 - \$75,995
Enhancement - Funded	2024 - \$90,268

Funding this offer will build capacity to support City election functions with full transparency, including managing the implementation of regularly evolving technologies unique to elections. This work benefits residents and the entire City organization by building confidence in the electoral process and trust in the legitimacy of the elected officials governing Fort Collins.

Currently election work is supported as an auxiliary focus for existing City Clerk's Office staff. Expertise is concentrated within one role, creating succession risks. This position provides focus in this critical and high-profile area, and builds on transition plans for knowledge transfer in the office. The bulk of election work at the local level exists whether elections are coordinated or not, requiring dedicated and ongoing expertise. In addition, while there is work directly relevant to elections year-round, there are periods of time where capacity will allow for using the skills required for this position to support other technology specific implementations across the Clerk's Office, a

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gap currently with no IT support allocated to the City Clerk's Office.

Election administration grows more complex with each electoral cycle. Tracking ongoing legislative changes at the state level is both time consuming and essential. In addition, the City has its own robust campaign finance provisions and administration process, typically modified each election cycle through work with the Council's Election Code Committee. These provisions must be implemented with growing technical and administrative requirements on the office necessitating more support. This offer provides that support and leverages it across the office, supporting other programs and reducing demands on IT staff that otherwise is pulled into these efforts on an ad hoc basis. The result is a more thoughtful approach that allows both teams to better plan for and meet critical operational needs on an ongoing basis.

This Offer supports the following Strategic Objectives:

- HPG 7.2 - Maintain the public trust through a high performing Council, organizational transparency, legal and ethical behavior, and regulatory compliance.
- HPG 7.1 - Provide world-class municipal services, while recognizing the importance of multi-sector relationships and partnerships at all levels.
- HPG 7.6 - Optimize technology, data analysis and process improvements to innovate, guide decisions and enhance service delivery.

35.12 1.0 FTE - Deputy City Clerk providing Agenda Management Support for Council and its Committees - 2023 - \$68,217
Offer Type: Enhancement - Unfunded 2024 - \$83,583

Funding this offer will support greater consistency in how and where information about the work of City Council is made accessible to the public. This shift benefits Fort Collins residents, Councilmembers and City staff by providing consistent standards and expectations for how all City meetings involving Councilmembers are managed and consolidating those responsibilities in the Clerk-to-Council function of the City Clerk's Office.

Right now, there is a deputy clerk with primary responsibility for agenda management for City Council meetings and work sessions. Responsibility for that function for each of the Council's six standing committees, as well as any ad hoc committees formed comprised of Councilmembers, is diffused across staff in multiple departments depending upon the primary subject area. This results in a disjointed process and lack of uniformity in how agendas are prepared and posted, and how other meeting management details are handled. As a result, the opportunity for missed steps or inconsistencies is high. In addition, the responsibilities falling on multiple departments generally results in staff without specific training and experience in preparing public notices and meeting materials having to undertake that responsibility.

Adding capacity to the Clerk's Office to more fully fulfill its Charter role as Clerk to Council can alleviate these challenges and accordant risks of not complying with state statute and local code, and better uses staff time by freeing up staff in other departments and consolidating those functions for better efficiency and effectiveness. It also provides some much-needed depth within the office in this critical regulated function. Capacity for agenda management within the Clerk's Office has remained unchanged for many decades, despite increasingly complex agendas and additional legal requirements placed on the agenda and meeting process for the City's elected body. This offer adds capacity and aids the organization.

This Offer supports the following Strategic Objectives:

- HPG 7.2 - Maintain the public trust through a high performing Council, organizational transparency, legal and ethical behavior, and regulatory compliance.
- HPG 7.1 - Provide world-class municipal services, while recognizing the importance of multi-sector relationships and partnerships at all levels.
- HPG 7.6 - Optimize technology, data analysis and process improvements to innovate, guide decisions and enhance service delivery.

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35.13 Legislative Management System Evaluation and Implementation - *Offer Type: 1-Time Enhancement* - 2023 - \$150,000 Unfunded 2024 - \$100,000

Funding this offer will transform how both real time and historical information about the City Council process will be accessed and consumed by the public, as well as by City staff and Councilmembers directly. Across all stakeholders in the City's governing process, this offer provides a reimagining of both how information is input by City staff as well as how it can be accessed and more effectively used by a range of end users.

A legislative management system provides the backbone for how information about policy decisions gets to and from the City Council. Robust systems integrate procedural steps through automated workflows that both reduce manual work by staff and increase accessibility to information throughout the legislative process. Currently, the City uses an agenda management system that is past its end of life for receiving ongoing support and updates from the vendor and is not nearly as robust as newer solutions on the market. In its implementation, the existing system also does not take advantage of the fuller integrations possible with other City tools to provide information about and access to the work being done by City Council. In particular, researching past Council actions now is cumbersome and requires navigating multiple systems that are not integrated with each other. Thoughtful implementation of a new legislative management system will allow for these integrations and also is intended to include importing historical information to support fuller access to legislative history.

The impact of this offer is spread across internal and external stakeholders, with the potential to be significant. Time savings for all City staff submitting items to Council is expected, as well as for Clerk's Office staff preparing agendas. Greater access for the public is the most consequential impact anticipated, and will be shared by staff and Councilmembers as well. Additionally, the use of a supported system decreases demands on IT for setup and support.

This Offer supports the following Strategic Objectives:

- HPG 7.6 - Optimize technology, data analysis and process improvements to innovate, guide decisions and enhance service delivery.
- HPG 7.2 - Maintain the public trust through a high performing Council, organizational transparency, legal and ethical behavior, and regulatory compliance.
- HPG 7.1 - Provide world-class municipal services, while recognizing the importance of multi-sector relationships and partnerships at all levels.

73.1 General Legal Services - *Offer Type: Ongoing* - Funded 2023 - \$3,098,158 2024 - \$3,217,820

This offer funds the operation of the City Attorney's Office (CAO) to maintain the minimum level and quality of service necessary to adequately support the basic legal needs of the City organization.

The City Charter assigns the CAO multiple roles. First, the CAO advises officers and employees of the City regarding their official powers and duties. This occurs in a fast paced and rapidly changing environment and requires extensive research, writing and negotiation, and creativity and a thorough understanding of the City's priorities and practices.

Second, the CAO drafts all ordinances and other legal documents that the City needs for its policies, programs and operations. Each year, the CAO researches, develops and writes hundreds of City Code changes, ordinances and resolutions for consideration by City staff and the City Council. The array of other legal documents prepared and reviewed by the CAO is vast and requires significant expertise and attention to detail and to the interests of the City.

Third, the CAO represents the City in all legal proceedings. This includes overseeing dozens of civil actions and other types of proceedings. It also includes a heavy caseload in Municipal Court to enforce criminal and civil violations enforcement of the City Code (see Offer 74.1).

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Finally, the attorneys of the CAO attend all meetings of the City Council, and the meetings of a wide variety of Council committees, City boards and commissions, and other City bodies.

These responsibilities call for a workforce with extensive experience and diverse skills and backgrounds that works well under pressure. The quality and timeliness of the legal services provided by the CAO are critical to ensuring that City Council priorities and City strategic objectives are advanced. The cost of CAO operations compares favorably to both the cost of legal offices of other peer cities along the Front Range and the cost of outside legal counsel.

This Offer supports the following Strategic Objectives:

- HPG 7.2 - Maintain the public trust through a high performing Council, organizational transparency, legal and ethical behavior, and regulatory compliance.
- HPG 7.1 - Provide world-class municipal services, while recognizing the importance of multi-sector relationships and partnerships at all levels.
- HPG 7.9 - Proactively influence policy and legislative development at all levels.

73.3 City Attorney's Office Remodel - Offer Type: 1-Time Enhancement - Unfunded

2023 - \$123,006

2024 - \$0

This offer is to fund remodeling and reconfiguration of office space in the City Attorney's Office. The CAO currently has fewer workspaces than employees. Although the advent of substantial remote work in 2020 has delayed the impacts of the space shortage, there is a renewed need for collaboration within the CAO and the need for ancillary benefit of other in person staff interactions. After an attempted trial of sharing office space that was not successful, we have worked with Operation Services staff to identify cost-effective ways to modify existing office space to increase the number of workspaces. The confidential nature of the legal work of the CAO, the difficulty of conducting multiple video calls and conferences in a shared space, and the lack of space available for added workstations all necessitate reducing the size of offices to free up space that can be used for new workstations. By reducing some of the larger offices, the space the CAO has occupied since 2001 can continue to accommodate the general CAO space needs.

This Offer supports the following Strategic Objectives:

- HPG 7.1 - Provide world-class municipal services, while recognizing the importance of multi-sector relationships and partnerships at all levels.

73.4 City Attorney's Office Replacement Furniture - Offer Type: 1-Time Enhancement - Unfunded

2023 - \$28,963

2024 - \$0

This offer proposes replacement of the City Attorney's Office large conference room table and chairs with modular tables and complementary chairs. The current table and chairs in use are no longer viable for many reasons. Primarily, the existing configuration is antiquated and significantly limits the usefulness of the CAO's main conference room. The table is an oversized wooden table made from repurposed wood from the Lincoln Center Remodel approximately 10 years ago. The existing chairs are reused from the City warehouse and were reupholstered approximately 20 years ago; they are not compatible with modular tables that allow for easy reconfiguration of the room for a variety of purposes. The current configuration of the conference room furniture does not accommodate our current staffing needs and is not practical to conduct many types of meetings. This furniture replacement will also facilitate hybrid work for the CAO.

This Offer supports the following Strategic Objectives:

- HPG 7.1 - Provide world-class municipal services, while recognizing the importance of multi-sector relationships and partnerships at all levels.

HIGH PERFORMING GOVERNMENT

73.5 City Attorney's Office Strategic Plan Consultant - *Offer Type: 1-Time Enhancement - Unfunded*

2023 - \$0

2024 - \$39,950

This offer requests one time funding for a strategic planning consultant and related expenses for the second year of the budget cycle in 2024. The strategic plan was implemented by the City Attorney's Office (CAO) several years ago and was prepared internally by CAO staff without expert support or assistance. This plan, while still useful, is nearing obsolescence and an updated plan is needed due to recent and upcoming staffing transitions in the office and the rapidly changing context for our operations. Using outside assistance to develop a new strategic plan will increase the usefulness and benefit from a strategic plan to guide the CAO going forward and help ensure excellent and responsive legal services to the organization. Besides estimated consulting costs based on comparable strategic planning initiatives in the organization, some incidental expenses, such as the costs of two off site workshop events to involve all office staff in the planning and implementation of a strategic plan, are also included. Due to current heavy workload issues and significant staffing transitions expected in the CAO in the upcoming 18 months, this offer proposes waiting until the second year of the budget cycle to carry out the proposed strategic planning.

This Offer supports the following Strategic Objectives:

- HPG 7.1 - Provide world-class municipal services, while recognizing the importance of multi-sector relationships and partnerships at all levels.
- HPG 7.2 - Maintain the public trust through a high performing Council, organizational transparency, legal and ethical behavior, and regulatory compliance.

78.1 Planning, Development & Transportation Administration - *Offer Type: Ongoing - Funded*

2023 - \$1,478,614

2024 - \$1,534,261

This offer funds the Office of the Director of Planning, Development & Transportation (PDT), including the Director, Deputy Director, Finance Staff and Executive Administrative Assistant. The PDT Service Area is comprised of six departments: Community Development & Neighborhood Services, Engineering, Streets, Traffic Operations, Transfort/Parking Services, and FC Moves (Transportation Planning). PDT has more than 336 employees and a total budget of more than \$86 million.

PDT Administration leads the operations of all community planning functions, the Development Review Center and transportation-related functions including transit, capital construction, engineering services, traffic operations, parking services and street maintenance. The leadership function is essential to achieving goals, strategies and action items reflected in City Plan as well as Strategic Outcomes in the Economic Health, Environmental Health, Safe Community, Neighborhood Livability & Social Health, and Transportation & Mobility outcome areas. This offer is submitted to HPG due to the broad and encompassing nature of PDT services and how the administration team plays a role across all areas. Please note: this offer also includes mandatory General Employees Retirement Fund contributions and investment charges for the Transportation Fund.

PDT Administration:

- Provides administrative leadership, strategic alignment and coordination to six PDT departments
- Provides PDT's internal operations oversight and direction including budget, policy, communications and special projects
- Represents PDT in Executive Lead Team and Budget Lead Team functions
- Coordinates PDT participation in Citywide efforts such as employee engagement; performance measurement; performance excellence; equity, inclusion and diversity; and culture of safety

This Offer supports the following Strategic Objectives:

- HPG 7.1 - Provide world-class municipal services, while recognizing the importance of multi-sector relationships and partnerships at all levels.

HIGH PERFORMING GOVERNMENT

82.1 Dedicated Internships for Students of Historically Underrepresented Minority Schools - *Offer Type: Enhancement - Unfunded* 2023 - \$50,000 2024 - \$50,000

Funding this offer will create three 12 week paid internship positions in the Community Services Area and establish a dedicated internship program. These internships will be offered to all students enrolled at historically underrepresented minority schools, including Historically Black Colleges or Universities (HBCUs), Tribal Colleges and Universities (TCUs), and Hispanic Serving Institutions (HSIs). This program would partner with these minority serving institutions to hire an intern from each category of school each year.

Creating this internship program will strengthen our ties with minority serving institutions, establish a pipeline for diverse talent, and grow interest in the professions of Parks, Recreation, Culture, and Natural Areas. Investment in creating a welcoming, inclusive program will continue efforts to establish the City of Fort Collins as a desirable workplace for future leaders who value Justice, Equity, Diversity, and Inclusion.

To support candidates that are selecting this 12 week role and mitigate barriers from equitable participation, there will also be a housing stipend provided to the interns to assist them in temporarily relocating to the area for the duration of the program. Program oversight will be provided by the Community Services leadership team and internship assignments will be project-based, so both the interns and City organization will benefit from the fresh perspectives provided.

This Offer supports the following Strategic Objectives:

- HPG 7.4 - Foster a sense of purpose, belonging and well-being in how we innovatively attract, develop and retain diverse talent to serve our community.

82.2 Municipal Innovation Program - *Offer Type: Enhancement - Unfunded* 2023 - \$100,000 2024 - \$100,000

Funding this offer will create an innovation competition across the City of Fort Collins. This program would promote and support a culture of innovation by providing seed funding and by recognizing the accomplishments of new approaches, effective solutions, and/or creative and innovative changes made by the employees of the City of Fort Collins.

The program would be offered regularly, and award seed money of up to \$10K per project to applications that feature innovative changes that will result in direct and quantifiable benefits, including cost efficiencies. This innovation award program would be a deliberately broad program that allows for flexibility in honoring creative methods, ideas, processes, and programs that have been implemented and are beneficial to the City.

Executive sponsorship for the program would be provided by the Community Services Director, and individual employees or teams from all service areas would be encouraged to apply. By casting a wide net, the program will be more inclusive and find the best innovations that our City has to offer.

This Offer supports the following Strategic Objectives:

- HPG 7.8 - Evaluate the City's assets and infrastructure to most effectively prioritize funding that best maintains and protects those investments, while improving the customer experience.

HIGH PERFORMING GOVERNMENT

82.3 Community Services Professional Development - Offer Type: Enhancement - Unfunded

2023 - \$140,000

2024 - \$143,500

Funding this offer will ensure equitable and consistent access to training and professional development opportunities across the Community Services area. This includes Community Services Administrative staff, Cultural Services, Natural Areas, Parks, Park Planning & Development, and Recreation – over 400 FTE positions overall.

Actively pursuing professional development ensures that knowledge and skills stay relevant and up to date. It also allows employees to be more aware of changing trends and directions in the industry. Currently, the Natural Areas department has been able to budget \$1,300 per classified FTE per year to allow classified staff to obtain relevant training. However, other departments in the service area do not have necessary resources within their current allocations to provide the same opportunities. This offer will right-size the service area budget to provide more consistent and equitable opportunities, so that an employee's department will not limit their professional growth outcomes.

Investing in professional development is known to increase employee retention and job satisfaction. In the last internal organization survey (Core34), career development opportunities was the most common response for what would most improve job satisfaction, followed by more opportunities to grow and develop skills.

This Offer supports the following Strategic Objectives:

- CR 2.1 - Provide diverse, inclusive and accessible recreation and cultural programs that drive attendance and cost recovery.
- CR 2.4 - Identify criteria, process, and funding options to revitalize neighborhood and community parks to meet modern design standards, per the newly adopted 2021 Parks and Recreation Plan.
- HPG 7.4 - Foster a sense of purpose, belonging and well-being in how we innovatively attract, develop and retain diverse talent to serve our community.

82.4 Community Services \$15/hour Minimum Wage - Offer Type: Enhancement - Unfunded

2023 - \$973,634

2024 - \$1,002,843

Funding this offer will increase the minimum wage for hourly positions in the Community Services area, which includes Cultural Services, Parks, and Recreation, to a floor of \$15 per hour and will alleviate the most significant wage compression issues across other hourly positions in the service area. This will not address wage compression in classified, full time positions. A \$15 minimum wage would align with the Council priority of increasing the minimum wage and establish the City as an employer that leads by example.

Community Services has faced significant staffing challenges, which have been exacerbated in hourly positions. Often, this talent is critical to meet minimums to operate facilities and maintain appropriate service levels. These positions include vital positions to community health and safety such as lifeguards at aquatic centers. Without increasing wage levels to attract more interest in these community-facing positions, it is possible service levels and facility hours will need to be reduced, triggering direct and visible impacts to the community. In a limited pilot from increasing hourly wages in 2022 in the Parks Division, the change has yielded an improved quality of candidates and a higher application-to-hiring ratio.

This enhancement offer will maintain current service levels; without additional budget to increase hourly wages, the City will likely need to reduce services or hours of operation due to lack of staffing.

HIGH PERFORMING GOVERNMENT

This Offer supports the following Strategic Objectives:

- CR 2.2 - Address infrastructure and amenity replacement and maintenance needs of trails, parks, cultural and recreation facilities while continuing the planned buildout of the parks and paved trail systems.
- HPG 7.4 - Foster a sense of purpose, belonging and well-being in how we innovatively attract, develop and retain diverse talent to serve our community.

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BUDGETING, ACCOUNTING & FUNDS

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.

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 as 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 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.

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 account 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, Stormwater and Broadband 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 five 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.

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.

GENERAL FUND - 100

COMPARATIVE BUDGET STATEMENT

	ACTUAL 2020	ACTUAL 2021	FORECAST 2022**	BUDGET 2023	BUDGET 2024
Beginning Fund Balance	\$71,768,144	\$62,757,090	\$86,545,001	\$85,674,870	\$80,173,175
Revenues					
Taxes	114,017,971	163,653,009	169,508,219	177,256,050	184,361,382
Licenses and Permits	3,236,593	3,713,388	3,043,000	3,100,500	3,356,000
Fines and Forfeitures	1,748,428	2,194,751	2,056,970	2,294,284	3,029,710
Intergovernmental *	22,488,959	18,472,649	30,643,836	27,590,302	22,210,178
Charges for Service	10,455,062	11,759,749	11,478,244	12,690,145	12,944,178
Earnings on Investments	1,887,891	(571,147)	452,095	940,844	983,936
Miscellaneous	2,667,224	3,876,132	565,446	878,065	894,290
Total Revenues	\$156,502,127	\$203,098,529	\$217,747,810	\$224,750,190	\$227,779,674
Other Financing Sources					
Other Financing Sources	0	530	0	0	0
Transfers In	2,333,654	5,000,779	2,514,400	2,446,684	2,747,648
Total Other Financing Sources	\$2,333,654	\$5,001,309	\$2,514,400	\$2,446,684	\$2,747,648
Total Revenues & Other Financing Sources	\$158,835,781	\$208,099,838	\$220,262,210	\$227,196,874	\$230,527,322
Expenditures					
Criminal Investigations	6,592,471	8,941,213	9,106,716	10,007,821	10,515,797
Police Information Services	7,253,842	7,577,671	8,586,411	9,269,686	9,850,346
Patrol	17,323,708	16,849,794	18,353,629	19,020,058	20,759,596
Special Operations	7,090,194	9,929,831	9,973,831	11,742,033	12,466,777
Police Administration	12,112,971	5,721,190	5,907,468	7,551,534	7,884,158
Economic Health Office	942,313	1,883,347	968,639	1,113,868	1,147,322
Social Sustainability	1,323,046	2,518,748	4,449,950	2,955,988	3,121,754
Environmental Services	1,514,259	2,107,683	2,861,003	4,808,536	4,807,946
Sustainability Services Admin	421,045	514,609	513,757	727,531	756,532
Finance Administration *	844,000	1,370,321	17,486,067	10,650,820	5,793,300
Accounting and Treasury	1,501,788	1,560,846	1,641,362	2,012,800	2,097,310
Budget	577,158	577,882	575,979	637,526	665,186
Purchasing	577,216	543,538	708,161	657,430	684,848
Sales Tax	945,171	916,013	907,571	1,137,230	1,190,516
Non Departmental	1,822,740	1,758,052	2,390,144	2,467,075	2,525,250
Information Technology	0	0	0	0	0
Comm. & Public Involvement	2,960,581	2,586,642	3,072,334	3,514,265	3,672,765
Human Resources	2,297,701	2,785,813	2,696,817	3,111,422	3,226,769
Operation Services	15,805,251	12,216,443	15,547,982	15,837,145	16,890,851
Recreation	0	0	84,393	0	0
Community Services Admin	305,017	570,800	546,722	590,138	616,203
Park Planning & Development	16,924	24,799	99,544	105,878	110,690
Cultural Services	2,118,095	2,306,985	929,058	570,000	600,000
Parks	11,806,248	13,533,616	15,342,342	16,392,772	17,224,387
Natural Areas	91,814	457,216	533,726	532,574	547,541
City Clerk's Office	891,185	1,155,113	1,055,968	1,613,979	1,259,732
PDT Administration	1,068,259	996,071	1,078,693	1,224,559	1,274,133
Comm Dev & Neighborhood Svcs	9,182,586	8,713,250	9,646,651	11,542,171	11,612,887
City Attorney's Office	2,845,067	2,933,948	3,225,601	3,579,204	3,719,642
City Council	111,163	172,547	216,576	209,873	215,383
City Manager's Office	11,337,975	3,913,837	3,553,237	4,112,474	4,240,055
Municipal Court	1,252,659	1,390,383	1,529,252	1,978,809	1,928,501
Poudre Fire Authority	27,820,743	30,987,586	33,877,677	35,850,145	38,727,013
Total Expenditures	\$150,753,191	\$147,515,787	\$177,467,260	\$185,525,344	\$190,133,190
Other Financing Uses					
Transfers Out	17,093,644	36,796,140	43,665,081	47,173,225	48,720,036
Total Other Financing Uses	\$17,093,644	\$36,796,140	\$43,665,081	\$47,173,225	\$48,720,036
Total Expenditures & Other Financing Use	\$167,846,836	\$184,311,927	\$221,132,341	\$232,698,569	\$238,853,226
Net Change in Fund Balance	(\$9,011,054)	\$23,787,911	(\$870,131)	(\$5,501,695)	(\$8,325,904)
Ending Fund Balance	\$62,757,090	\$86,545,001	\$85,674,870	\$80,173,175	\$71,847,271

* Includes received federal ARPA funding

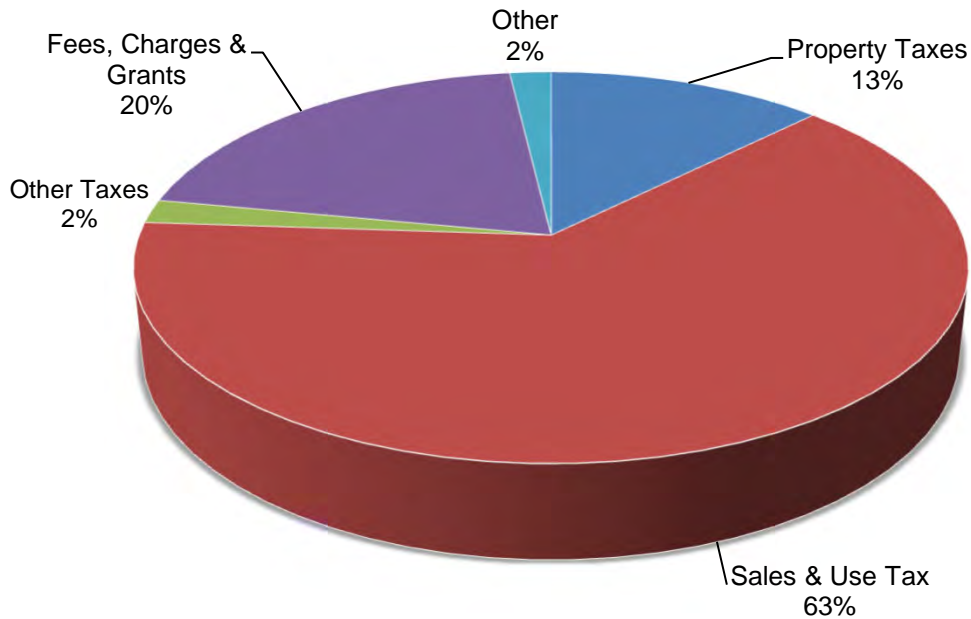
** NOTE: 2022 expenses updated to reflect year to date performance and will not tie to any other schedules in this document

Frozen Appropriations not included in this Fund Statement

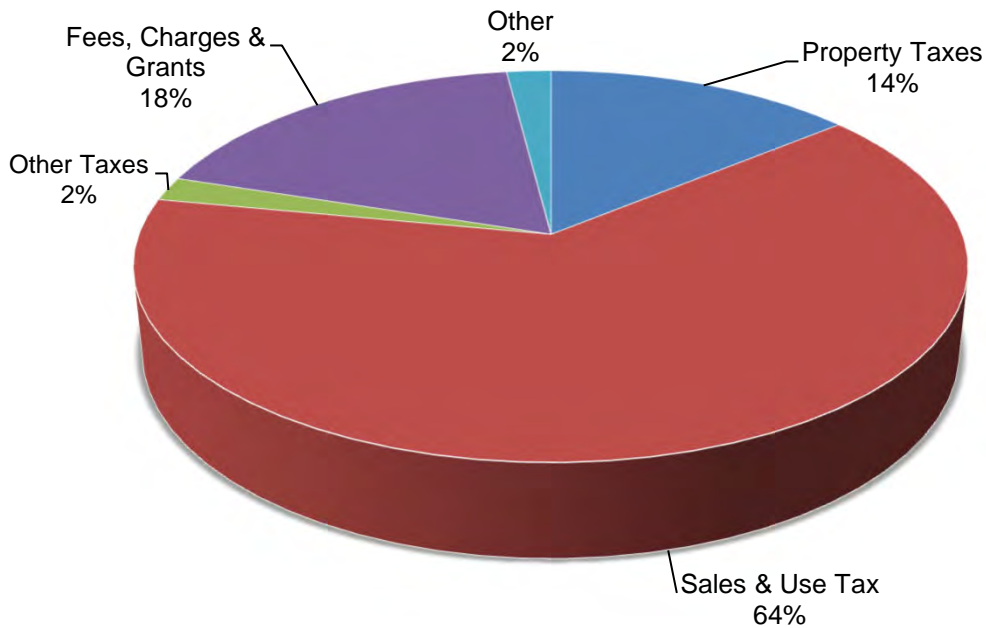
WHERE THE MONEY COMES FROM

General Fund Revenue

2023: \$227,196,874



2024: \$230,527,322



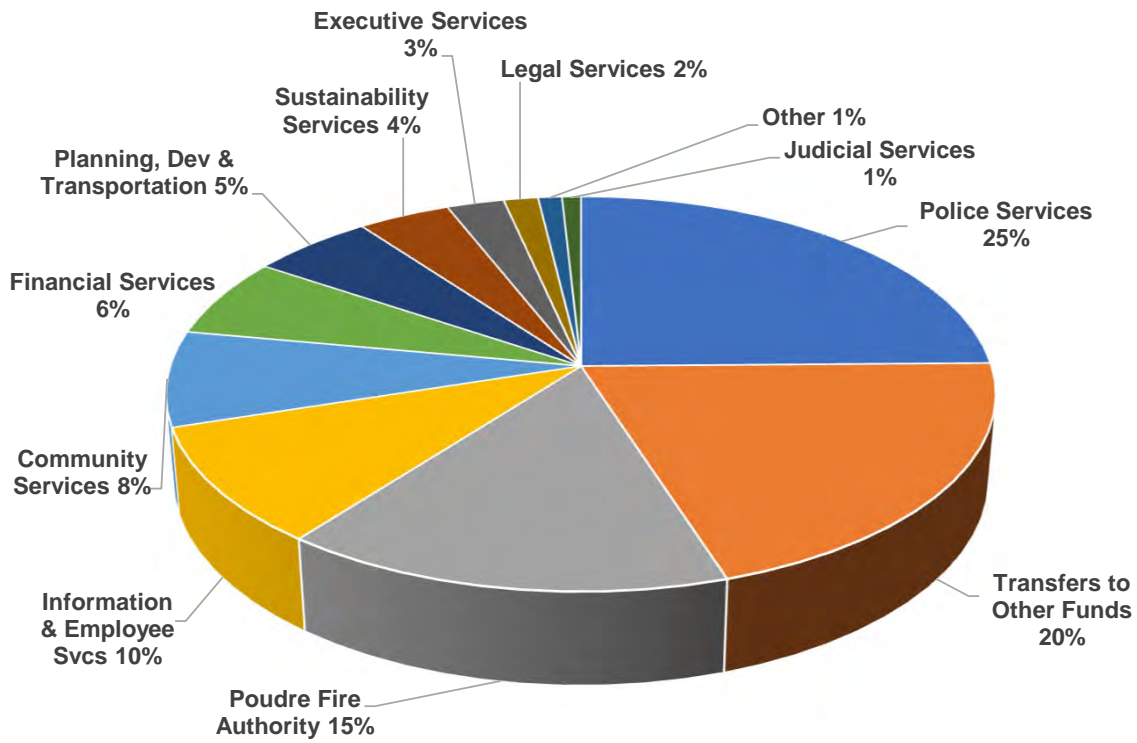
GENERAL FUND REVENUE DETAIL

	Actual 2020	Actual 2021	Budget 2022 (Original)	Projected 2023	% Change 2022 to 2023	Projected 2024
TAXES	\$114,017,971	\$163,653,009	\$169,508,219	\$177,256,050	4.6%	\$184,361,382
% of Total	71.8%	78.6%	77.0%	78.0%		80.0%
Property Tax	26,910,698	26,986,686	28,191,000	28,572,910	1.4%	32,374,388
Sales Tax	71,899,494	115,412,020	120,963,129	128,154,244	5.9%	131,358,098
Use Tax	11,807,895	17,185,666	16,079,090	16,103,896	0.2%	16,103,896
Franchise Tax - Cable	1,472,204	1,456,335	1,500,000	1,500,000	0.0%	1,500,000
Franchise Tax - Telephone	202,403	171,062	200,000	175,000	-12.5%	175,000
Occupational Priv-Gas Service	309,024	459,837	400,000	450,000	12.5%	450,000
Occupational Priv-Liquor Lic	391,867	400,042	375,000	400,000	6.7%	400,000
Lodging Tax	1,024,387	1,581,361	1,800,000	1,900,000	5.6%	2,000,000
LICENSES & PERMITS	\$3,236,593	\$3,713,388	\$3,043,000	\$3,100,500	1.9%	\$3,356,000
% of Total	2.0%	1.8%	1.4%	1.4%		1.5%
Business License	8,935	9,729	15,000	13,000	-13.3%	13,000
Contractor License	211,105	202,124	200,000	210,000	5.0%	215,000
Home Occupational Licenses	3,925	4,275	4,000	4,500	12.5%	5,000
Liquor License	24,357	23,044	20,000	62,000	210.0%	62,000
Medical Marijuana Licenses	47,908	41,867	45,000	45,000	0.0%	45,000
Retail Marijuana Licenses	237,833	193,017	200,000	200,000	0.0%	200,000
Short-Term Rental Licenses	38,000	40,750	25,000	30,000	20.0%	30,000
Solicitor Permits and Badges	12,320	12,110	10,000	12,000	20.0%	12,000
Solid Waste Collect Licenses	28,200	26,100	20,000	20,000	0.0%	20,000
Building Permits	2,624,009	3,160,373	2,504,000	2,504,000	0.0%	2,754,000
FINES AND FORFEITURES	\$1,748,428	\$2,194,751	\$2,056,970	\$2,294,284	11.5%	\$3,029,710
% of Total	1.1%	1.1%	0.9%	1.0%		1.3%
Camera Radar / Red Light Fines	868,978	1,211,326	1,133,970	1,349,294	19.0%	1,978,247
City Portion of County Fines	67,343	84,973	73,000	72,234	-1.0%	74,763
Court Fines	624,242	655,425	680,000	700,000	2.9%	800,000
Fines in Lieu of Suspension	23,731	79,789	15,000	15,000	0.0%	15,000
Police Seizure	10,074	7,341	0	0	#DIV/0!	0
Traffic Surcharge	154,060	155,897	155,000	157,756	1.8%	161,700
INTERGOVERNMENTAL	\$22,488,959	\$18,472,649	\$30,643,836	\$27,590,302	-10.0%	\$22,210,178
% of Total	14.2%	8.9%	13.9%	12.1%		9.6%
PSD Resource Officers	424,824	921,397	866,727	982,546	13.4%	1,007,109
Ambulance Service Contract	0	0	517,367	740,285	43.1%	763,060
Contributions - Police CAD	924,976	818,396	642,569	673,384	4.8%	719,825
Tobacco Tax	300,320	342,670	300,000	300,000	0.0%	300,000
State Marijuana Sales Tax	1,412,693	1,488,863	1,200,000	1,400,000	16.7%	1,400,000
PILOT - Light & Power Fund	7,879,376	8,275,820	7,960,000	8,390,000	5.4%	8,730,000
PILOT - Water Fund	1,727,223	1,793,876	1,700,000	1,780,000	4.7%	1,810,000
PILOT - Wastewater Fund	1,312,632	1,321,053	1,350,000	1,340,000	-0.7%	1,390,000
PILOT - Broadband Fund	52,187	243,152	750,000	858,616	14.5%	1,046,607
Other Shared Revenue	8,454,728	3,267,422	15,357,173	11,125,471	-27.6%	5,043,577
CHARGES FOR SERVICES	\$10,455,062	\$11,759,749	\$11,478,244	\$12,690,145	10.6%	\$12,944,178
% of Total	6.6%	5.7%	5.2%	5.6%		5.6%
Court Cost, Fees, Charge	141,758	168,144	165,000	200,000	21.2%	250,000
Liquor Application Fees	44,675	37,831	40,000	0	-100.0%	0
Passport Fee	16,502	21,314	50,000	25,000	-50.0%	25,000
Public Education Govt Fee	203,207	178,586	225,000	170,000	-24.4%	170,000
Plastic Bags Revenue	0	0	393,750	1,934,387	NEW	1,840,933
<i>Administrative Charge</i>						
Broadband Fund	84,322	271,805	290,016	309,447	6.7%	317,183
Conservation Trust Fund	3,834	1,719	1,743	2,599	49.1%	2,664
Golf Fund	160,479	151,466	157,921	170,997	8.3%	175,272
Light & Power Fund	1,135,139	1,090,628	1,215,482	1,407,941	15.8%	1,443,140
Natural Areas Fund	293,075	320,683	347,717	409,670	17.8%	419,912
Neighborhood Parkland Fund	9,557	4,441	4,475	3,932	-12.1%	4,030
Stormwater Fund	389,242	404,216	406,211	466,035	14.7%	477,686
Utility CS&A Fund	190,204	170,104	172,341	201,830	17.1%	206,876
Wastewater Fund	643,020	636,389	635,129	714,514	12.5%	732,377
Water Fund	874,551	871,248	892,950	1,002,229	12.2%	1,027,285
Work For Others	3,697,552	3,165,207	3,622,388	3,550,242	-2.0%	3,625,298
Permit Plan Review Fees	695,652	1,263,621	600,000	650,000	8.3%	700,000
PDP Subdivision & Zoning	141,418	175,227	1,750,000	850,000	-51.4%	900,000
Other Charges for Service	1,730,875	2,827,121	508,121	621,322	22.3%	626,522

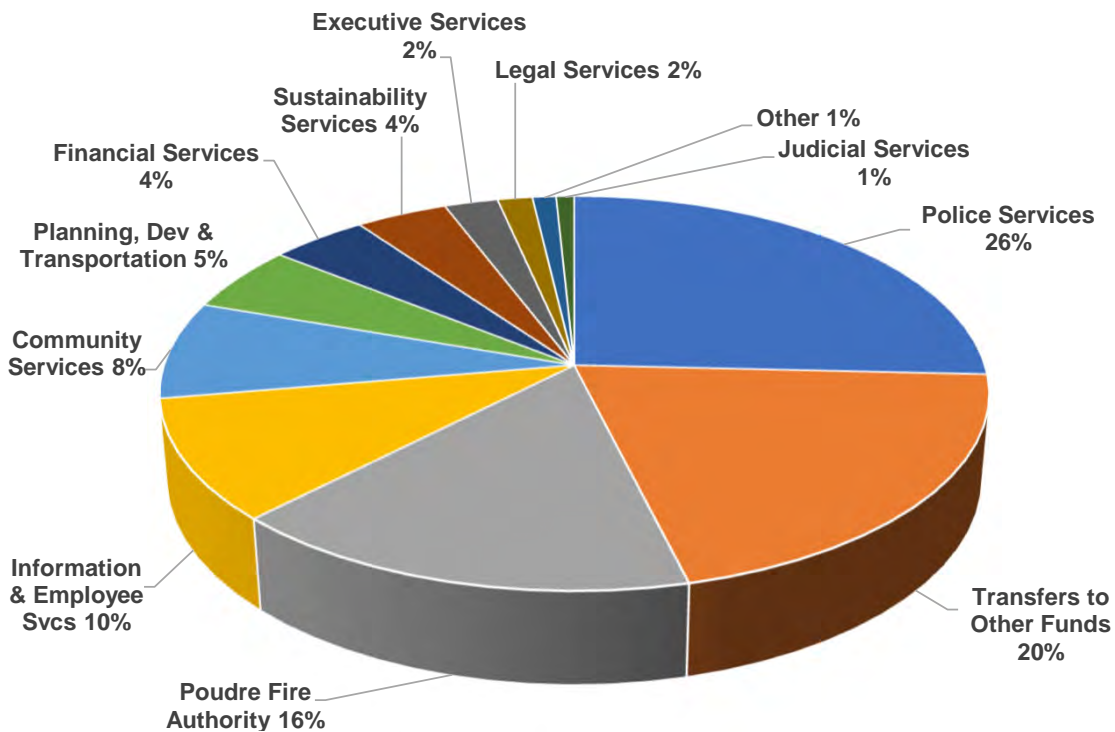
EARNINGS ON INVESTMENTS	\$1,887,891	(\$571,147)	\$452,095	\$940,844	108.1%	\$983,936
% of Total	1.2%	-0.3%	0.2%	0.4%		0.4%
MISCELLANEOUS	\$2,667,224	\$3,876,661	\$565,446	\$878,065	55.3%	\$894,290
% of Total	1.7%	2.4%	0.4%	0.6%		0.6%
Special Assessments	53,468	55,123	45,000	72,000	60.0%	72,000
Office, Building & House Rental	57,749	65,068	35,100	298,473	750.4%	298,473
Contrib/Donation Private	363,986	236,767	0	0	#DIV/0!	0
Other Miscellaneous Revenue	2,192,021	3,519,702	485,346	507,592	4.6%	523,817
TRANSFERS IN:	\$2,333,654	\$5,000,779	\$2,514,400	\$2,446,684	-2.7%	\$2,747,648
% of Total	1.5%	2.4%	1.1%	1.1%		1.2%
Community Capital Improv Fund #255	104,392	113,000	113,000	23,000	-79.6%	23,000
Conservation Trust Fund #271	400,000	800,000	400,000	400,000	0.0%	400,000
Parking Fund #294	47,588	110,609	63,091	66,869	6.0%	68,908
Transit Fund #290	47,588	148,734	63,091	66,869	6.0%	68,908
Transportation Fund #292	322,173	557,104	316,761	322,161	1.7%	314,266
General Improvement District Funds #252	55,000	90,000	90,000	90,000	0.0%	90,000
Light & Power Fund #501	253,390	206,949	206,194	226,826	10.0%	233,671
Water Fund #502	209,883	216,142	222,548	219,246	-1.5%	225,906
Wastewater Fund #503	30,491	25,106	33,451	48,589	45.3%	50,128
Stormwater Fund #504	132,950	105,899	111,642	128,956	15.5%	131,827
Broadband Fund #505	39,053	599,426	111,671	93,991	-15.8%	95,760
Utility Customer Serv & Admin Fund #605	160,659	148,784	276,951	191,035	-31.0%	213,427
Other Funds	530,487	1,879,026	506,000	569,142	12.5%	831,847
TOTAL REVENUES AND OTHER FINANCING SOURCES	\$158,835,781	\$208,099,838	\$220,262,210	\$227,196,874	3.1%	\$230,527,322

GENERAL FUND EXPENDITURES

2023 Total Expenditures
\$232,694,217



2024 Total Expenditures
\$238,836,882



GENERAL FUND EXPENDITURE DETAIL

SERVICE AREA Department	Actual 2020	Actual 2021	Budget 2022 (Original)	Budget 2023	% Change 2022 to 2023	Budget 2024
COMMUNITY SERVICES	\$14,338,099	\$16,889,082	\$17,088,960	\$18,191,362	6.5%	\$19,098,821
% of Total	8.5%	9.2%	7.9%	7.8%		8.0%
Community Services Admin	305,017	570,800	576,722	590,138		616,203
Cultural Services	2,118,095	2,306,985	539,647	570,000		600,000
Natural Areas	91,814	457,216	514,455	532,574		547,541
Park Planning & Development	16,924	20,464	101,344	105,878		110,690
Parks	11,806,248	13,533,616	15,356,792	16,392,772		17,224,387
EXECUTIVE SERVICES	\$12,381,129	\$5,241,497	\$4,771,625	\$5,936,326	24.4%	\$5,715,170
% of Total	7.4%	2.8%	2.2%	2.6%		2.4%
City Clerk	891,185	1,155,113	1,115,968	1,613,979		1,259,732
City Council	111,163	172,547	195,076	209,873		215,383
City Manager	11,378,782	3,913,837	3,460,581	4,112,474		4,240,055
FINANCIAL SERVICES	\$4,445,332	\$4,968,599	\$21,538,224	\$15,095,806	-29.9%	\$10,431,160
% of Total	2.6%	2.7%	9.9%	6.5%		4.4%
Accounting and Treasury	1,501,788	1,560,846	1,741,362	2,012,800		2,097,310
Budget	577,158	577,882	605,979	637,526		665,186
Finance Administration	844,000	1,370,321	17,486,067	10,650,820		5,793,300
Purchasing	577,216	543,538	747,245	657,430		684,848
Sales Tax	945,171	916,013	957,571	1,137,230		1,190,516
INFORMATION & EMPLOYEE SERVICES	\$21,063,534	\$17,588,898	\$20,543,439	\$22,462,832	9.3%	\$23,790,385
% of Total	12.5%	9.5%	9.5%	9.7%		10.0%
Communications & Public Inv	2,960,581	2,586,642	3,223,464	3,514,265		3,672,765
Human Resources	2,297,701	2,785,813	2,691,442	3,111,422		3,226,769
Operation Services	15,805,251	12,216,443	14,628,533	15,837,145		16,890,851
JUDICIAL SERVICES	\$1,252,659	\$1,390,383	\$1,619,252	\$1,978,809	22.2%	\$1,928,501
% of Total	0.7%	0.8%	0.7%	0.9%		0.8%
Municipal Court	1,252,659	1,390,383	1,619,252	1,978,809		1,928,501
LEGAL SERVICES	\$2,845,067	\$2,933,948	\$3,415,601	\$3,579,204	4.8%	\$3,719,642
% of Total	1.7%	1.6%	1.6%	1.5%		1.6%
City Attorney	2,845,067	2,933,948	3,415,601	3,579,204		3,719,642
PLANNING, DEVELOPMENT & TRANSPORTATION	\$10,250,845	\$9,709,321	\$10,565,819	\$12,766,730	20.8%	\$12,887,020
% of Total	6.1%	5.3%	4.9%	5.5%		5.4%
Comm Dev & Neighborhood Svcs	9,182,586	8,713,250	9,417,126	11,542,171		11,612,887
PDT Administration	1,068,259	996,071	1,148,693	1,224,559		1,274,133
POLICE SERVICES	\$50,373,186	\$49,019,699	\$51,914,226	\$57,591,132	10.9%	\$61,476,674
% of Total	30.0%	26.6%	23.9%	24.7%		25.7%
Patrol	17,323,708	16,849,794	18,406,110	19,020,058		20,759,596
Police Administration	12,112,970	5,721,190	5,754,709	7,551,534		7,884,158
Police Information Services	7,253,842	7,577,671	8,667,802	9,269,686		9,850,346
Special Operations	7,090,194	9,929,831	9,905,606	11,742,033		12,466,777
Criminal Investigations	6,592,471	8,941,213	9,179,999	10,007,821		10,515,797

SERVICE AREA Department	Actual 2020	Actual 2021	Budget 2022 (Original)	Budget 2023	% Change 2022 to 2023	Budget 2024
SUSTAINABILITY SERVICES	\$4,200,663	\$7,024,387	\$7,295,126	\$9,605,923	31.7%	\$9,833,554
% of Total	2.5%	3.8%	3.4%	4.1%		4.1%
Economic Health Office	942,313	1,883,347	962,413	1,113,868		1,147,322
Environmental Services	1,514,259	2,107,683	2,944,798	4,808,536		4,807,946
Social Sustainability	1,323,046	2,518,748	2,844,158	2,955,988		3,121,754
Sustainability Services Admin	421,045	514,609	543,757	727,531		756,532
NON-DEPARTMENTAL	\$1,822,740	\$1,758,052	\$2,462,927	\$2,467,075	0.2%	\$2,525,250
% of Total	1.1%	1.0%	1.1%	1.1%		1.1%
General Employees Retirement Plan	295,344	295,344	295,344	295,344		295,344
Insurance Contribution	934,769	909,927	1,377,583	1,411,731		1,469,906
Larimer County Treasurer Svc	538,356	539,848	590,000	560,000		560,000
Other	54,271	12,932	200,000	200,000		200,000
CONTRIBUTION TO POUFRE						
POUDRE FIRE AUTHORITY	\$27,820,743	\$30,987,586	\$33,877,677	\$35,850,145	5.8%	\$38,727,013
% of Total	16.6%	16.8%	15.6%	15.4%		16.2%
Contribution to Poudre Fire Authority	27,820,743	30,987,586	33,877,677	35,850,145		38,727,013
TRANSFERS TO:	\$17,052,837	\$36,796,140	\$41,938,581	\$47,168,873	12.5%	\$48,703,692
% of Total	10.2%	20.0%	19.3%	20.3%		20.4%
Cultural Services Fund	1,783,917	862,038	1,998,700	2,558,435		2,476,449
Recreation Fund	515,145	1,852,580	3,435,948	3,283,423		3,222,902
Cemetery Fund	154,063	226,837	375,773	280,259		307,911
Museum Fund	981,080	1,010,801	1,077,416	1,092,009		1,138,978
Transit Services Fund	1,682,241	8,150,606	9,309,329	11,501,451		12,285,587
Transportation Services Fund	1,236,319	10,252,096	10,595,391	11,380,669		12,939,098
Parking Fund	50,058	317,022	874,583	954,442		910,486
Capital Leasing	3,700,022	3,986,626	3,915,842	4,468,908		4,465,079
Capital Projects	104,335	3,925,000	2,918,022	2,475,000		1,925,000
Water Fund	83,500	0	298,258	628,606		61,236
Stormwater Fund	0	0	100,000	0		0
Self Insurance Fund	936,008	739,748	628,533	809,790		837,293
Data & Communications	5,775,281	5,405,287	6,340,274	7,659,038		8,048,694
Utility Cust Service & Admin	50,868	67,499	70,512	76,843		84,979
TOTAL GENERAL FUND EXPENSES	\$167,846,835	\$184,307,591	\$217,031,457	\$232,694,217	7.2%	\$238,836,882

SPECIAL REVENUE FUNDS DESCRIPTIONS

250 - CAPITAL EXPANSION FUND

The Capital Expansion Fund is used to account for the impact fees collected by the City and used for 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

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 transferred to the Capital Projects Fund and the Natural Areas Fund.

254 – KEEP FORT COLLINS GREAT FUND (KFCG)

The Keep Fort Collins Great Fund provided for a 0.85% sales and use tax increase that passed in November 2010 and sunset on December 31, 2020. The voters approved a renewal of the 0.85% where 0.60% was added to the base sales tax rate in perpetuity and 0.25% is subject to renewal and sunsets in 10 years. Both of those tax revenues are now received in the General Fund and the KFCG Fund will be closed.

272 - NATURAL AREAS FUND

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

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

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.

275 - CEMETERIES FUND

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

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

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

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.

SPECIAL REVENUE FUNDS DESCRIPTIONS

291 – TRANSPORTATION CAPITAL EXPANSION FEE FUND

The Transportation Capital Expansion Fee (Transportation CEF) 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 SERVICES FUND

The Transportation Services 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 and pavement markings, traffic signal maintenance, transportation planning and others.

294 - PARKING FUND

The Parking Fund accounts for revenue generated from parking operations, including enforcement-related fines, fees from permits sales and hourly parking, and a few smaller miscellaneous categories. Parking revenues are used to fund the operation and maintenance of the City's parking structures, surface lots, neighborhood programs, enforcement and customer service operations.

CAPITAL EXPANSION FUND - 250

COMPARATIVE BUDGET STATEMENT

	ACTUAL 2020	ACTUAL 2021	BUDGET 2022	BUDGET 2023	BUDGET 2024
Beginning Fund Balance	\$22,905,275	\$26,593,147	\$28,864,739	\$19,451,317	\$23,502,909
Revenues					
Fees-General Government	740,590	1,013,857	715,000	1,000,000	1,000,000
Fees-Public Safety	745,401	970,438	706,000	950,000	950,000
Fees-Cult., Park, Rec, Nat. A.	2,357,847	2,901,084	1,575,000	2,900,000	2,900,000
Other Charges for Service	96,210	1,486	90,000	1,500	1,500
Interest Revenue	423,780	(134,387)	167,493	333,930	349,224
Other Earnings on Investments	19,104	15,660	0	0	0
Total Revenues	\$4,382,932	\$4,768,136	\$3,253,493	\$5,185,430	\$5,200,724
Other Financing Sources					
Proceeds of Debt Issuance	136,680	144,284	0	0	0
Total Other Financing Sources	\$136,680	\$144,284	\$0	\$0	\$0
Total Revenues & Other Financing Sources	\$4,519,612	\$4,912,420	\$3,253,493	\$5,185,430	\$5,200,724
Expenditures					
144 N Mason Civic Center Condo	0	977,080	0	0	0
Total Expenditures	\$0	\$977,080	\$0	\$0	\$0
Other Financing Uses					
Transfers Out	695,060	1,519,464	12,666,914	1,133,838	488,773
Total Other Financing Uses	\$695,060	\$1,519,464	\$12,666,914	\$1,133,838	\$488,773
Total Expenditures & Other Financing Use	\$695,060	\$2,496,544	\$12,666,914	\$1,133,838	\$488,773
Net Change in Fund Balance	\$3,824,552	\$2,415,876	(\$9,413,421)	\$4,051,592	\$4,711,951
Net Adjustments to GAAP	(\$136,680)	(\$144,284)	\$0	\$0	\$0
Ending Fund Balance	\$26,593,147	\$28,864,739	\$19,451,317	\$23,502,909	\$28,214,860

Frozen Appropriations not included in this Fund Statement

SALES & USE TAX FUND - 251

COMPARATIVE BUDGET STATEMENT

	ACTUAL 2020	ACTUAL 2021	BUDGET 2022	BUDGET 2023	BUDGET 2024
<i>Beginning Fund Balance</i>	\$834,830	\$784,312	\$2,749,825	\$1,049,825	\$1,049,825
Revenues					
Sales & Use Tax	8,007,633	9,792,831	9,205,203	10,441,753	10,670,330
Other Miscellaneous	(48)	(4,661)	0	0	0
Total Revenues	\$8,007,585	\$9,788,170	\$9,205,203	\$10,441,753	\$10,670,330
Other Financing Sources					
Total Other Financing Sources	\$0	\$0	\$0	\$0	\$0
Total Revenues & Other Financing Sources	\$8,007,585	\$9,788,170	\$9,205,203	\$10,441,753	\$10,670,330
Expenditures					
Total Expenditures	\$0	\$0	\$0	\$0	\$0
Other Financing Uses					
Transfers to Funds	8,058,103	7,822,657	10,905,203	10,441,753	10,670,330
Total Other Financing Uses	\$8,058,103	\$7,822,657	\$10,905,203	\$10,441,753	\$10,670,330
Total Expenditures & Other Financing Use	\$8,058,103	\$7,822,657	\$10,905,203	\$10,441,753	\$10,670,330
Net Change in Fund Balance	(\$50,518)	\$1,965,513	(\$1,700,000)	\$0	\$0
<i>Ending Fund Balance</i>	\$784,312	\$2,749,825	\$1,049,825	\$1,049,825	\$1,049,825

Frozen Appropriations not included in this Fund Statement

KEEP FORT COLLINS GREAT FUND - 254

COMPARATIVE BUDGET STATEMENT

	ACTUAL 2020	ACTUAL 2021	BUDGET 2022	BUDGET 2023	BUDGET 2024
Beginning Fund Balance	\$8,391,318	\$9,711,572	\$3,638,115	\$1,179,375	(\$381,606)
Revenues					
Taxes	27,064,183	661,619	0	0	0
Earnings on Investments	143,161	(34,654)	56,141	39,019	40,807
Miscellaneous	382	732	0	0	0
Total Revenues	\$27,207,727	\$627,697	\$56,141	\$39,019	\$40,807
Other Financing Sources					
Total Other Financing Sources	\$0	\$0	\$0	\$0	\$0
Total Revenues & Other Financing Sources	\$27,207,727	\$627,697	\$56,141	\$39,019	\$40,807
Expenditures					
Salaries & Wages	6,399,955	103,556	0	0	0
Benefits	1,845,586	27,700	0	0	0
Other Personnel Costs	1,090	50	0	0	0
Professional & Technical	677,125	33,959	4,157	0	0
Governmental Services	3,149,752	0	0	0	0
Other Prof & Tech Services	757,077	54,637	27,861	0	0
Utility Services	186,160	66	0	0	0
Cleaning Services	198,118	0	0	0	0
Repair & Maintenance Services	6,492,498	836,242	0	0	0
Rental Services	768,962	0	0	0	0
Construction Services	511,891	0	9,273	0	0
Other Property Services	538	0	0	0	0
Insurance	18,434	0	0	0	0
Communication Services	577,945	658	0	0	0
Internal Admin Services	5,825	64	0	0	0
Employee Travel	13,035	5	0	0	0
Other Purchased Services	88,648	4,947	0	0	0
Vehicle & Equipment Supplies	503,986	0	0	0	0
Land & Building Maint Supplies	358,552	0	0	0	0
Infrastructure Maint Supplies	790,529	0	0	0	0
Utility Supplies	60,312	4,764	0	0	0
Office & Related Supplies	35,540	45,477	0	0	0
Health & Safety Supplies	8,586	0	0	0	0
Other Supplies	508,181	10,681	0	0	0
Land	0	14,987	0	0	0
Buildings	0	0	0	0	0
Infrastructure	382,041	2,063,105	200,000	0	0
Improvements Other Than Bldg	669,102	101,982	50,340	0	0
Vehicles & Equipment	149,684	27,721	0	0	0
Rebates & Incentives	0	0	0	0	0
Grants	689,320	463,562	223,250	0	0
Total Expenditures	\$25,848,473	\$3,794,162	\$514,881	\$0	\$0
Other Financing Uses					
Transfers to Funds	39,000	2,906,991	2,000,000	1,600,000	0
Total Other Financing Uses	\$39,000	\$2,906,991	\$2,000,000	\$1,600,000	\$0
Total Expenditures & Other Financing Use	\$25,887,473	\$6,701,153	\$2,514,881	\$1,600,000	\$0
Net Change in Fund Balance	\$1,320,254	(\$6,073,456)	(\$2,458,740)	(\$1,560,981)	\$40,807
Ending Fund Balance	\$9,711,572	\$3,638,115	\$1,179,375	(\$381,606)	(\$340,799)

Frozen Appropriations not included in this Fund Statement

NATURAL AREAS FUND - 272

COMPARATIVE BUDGET STATEMENT

	ACTUAL 2020	ACTUAL 2021	BUDGET 2022	BUDGET 2023	BUDGET 2024
Beginning Fund Balance	\$19,522,167	\$17,878,647	\$20,678,282	\$9,661,704	\$9,841,383
Revenues					
Intergovernmental	4,829,060	5,800,323	4,950,000	5,000,000	5,100,000
Charges for Service	89,504	103,384	82,000	102,000	102,000
Earnings on Investments	296,735	(87,655)	123,392	239,065	250,015
Miscellaneous	310,202	362,752	150,000	163,000	163,000
Total Revenues	\$5,525,502	\$6,178,804	\$5,305,392	\$5,504,065	\$5,615,015
Other Financing Sources					
Other Financing Sources	6,350	43,015	0	0	0
Transfers In	8,058,103	7,822,657	10,905,203	10,441,753	10,670,330
Total Other Financing Sources	\$8,064,453	\$7,865,672	\$10,905,203	\$10,441,753	\$10,670,330
Total Revenues & Other Financing Sources	\$13,589,955	\$14,044,476	\$16,210,595	\$15,945,818	\$16,285,345
Expenditures					
NA Land Conservation	8,916,790	3,651,475	15,728,390	4,847,781	4,858,493
NA Enforcement	904,254	918,983	1,019,554	1,040,322	1,079,066
NA Education	669,683	683,828	954,473	692,465	715,537
NA Program Management	722,716	697,616	1,049,412	1,145,486	1,180,649
NA Resource Management	2,009,409	2,760,094	4,236,059	3,520,424	3,615,938
NA Public Improvements	1,027,413	1,352,266	2,075,714	1,525,134	1,559,891
NA Facility Operations	602,248	619,556	1,090,422	1,009,622	1,014,376
NA Land Management	1,201	51,920	51,966	85,928	88,678
Total Expenditures	\$14,853,713	\$10,735,738	\$26,205,990	\$13,867,162	\$14,112,628
Other Financing Uses					
Transfers Out	379,762	509,103	1,021,183	1,898,977	948,733
Total Other Financing Uses	\$379,762	\$509,103	\$1,021,183	\$1,898,977	\$948,733
Total Expenditures & Other Financing Use	\$15,233,475	\$11,244,841	\$27,227,173	\$15,766,139	\$15,061,361
Net Change in Fund Balance	(\$1,643,520)	\$2,799,636	(\$11,016,578)	\$179,679	\$1,223,984
Ending Fund Balance	\$17,878,647	\$20,678,282	\$9,661,704	\$9,841,383	\$11,065,367

Frozen Appropriations not included in this Fund Statement

CULTURAL SERVICES FUND - 273

COMPARATIVE BUDGET STATEMENT

	ACTUAL 2020	ACTUAL 2021	BUDGET 2022	BUDGET 2023	BUDGET 2024
Beginning Fund Balance	\$2,366,418	\$2,584,683	\$2,722,837	\$2,454,036	\$2,255,878
Revenues					
Intergovernmental	20,300	622,715	0	0	0
Charges for Service	952,090	944,370	4,169,965	4,281,996	4,445,956
Earnings on Investments	50,038	(21,048)	21,310	41,373	43,268
Miscellaneous	133,510	117,055	326,500	465,269	562,636
Total Revenues	\$1,155,937	\$1,663,093	\$4,517,775	\$4,788,638	\$5,051,860
Other Financing Sources					
Transfers In	1,938,431	1,229,665	2,307,233	2,776,079	2,644,931
Total Other Financing Sources	\$1,938,431	\$1,229,665	\$2,307,233	\$2,776,079	\$2,644,931
Total Revenues & Other Financing Sources	\$3,094,368	\$2,892,758	\$6,825,008	\$7,564,717	\$7,696,791
Expenditures					
Personnel Services	1,795,300	1,752,120	3,401,039	3,898,523	4,059,996
Purchased Prof & Tech Services	529,928	449,850	1,734,214	1,718,346	1,752,560
Purchased Property Services	59,612	45,583	215,375	226,558	232,525
Other Purchased Services	184,605	251,245	513,027	568,217	587,316
Supplies	66,924	113,345	732,740	760,984	850,271
Capital Outlay	210,570	92,593	435,190	546,418	84,747
Other	0	22,738	45,987	22,910	26,651
Total Expenditures	\$2,846,939	\$2,727,474	\$7,077,572	\$7,741,956	\$7,594,066
Other Financing Uses					
Transfers Out	29,164	27,130	16,236	20,919	21,629
Total Other Financing Uses	\$29,164	\$27,130	\$16,236	\$20,919	\$21,629
Total Expenditures & Other Financing Use	\$2,876,103	\$2,754,604	\$7,093,808	\$7,762,875	\$7,615,695
Net Change in Fund Balance	\$218,265	\$138,153	(\$268,800)	(\$198,158)	\$81,096
Ending Fund Balance	\$2,584,683	\$2,722,837	\$2,454,036	\$2,255,878	\$2,336,974

Frozen Appropriations not included in this Fund Statement

RECREATION FUND - 274

COMPARATIVE BUDGET STATEMENT

	ACTUAL 2020	ACTUAL 2021	BUDGET 2022	BUDGET 2023	BUDGET 2024
Beginning Fund Balance	\$2,567,874	\$1,381,945	\$1,747,034	\$1,562,761	\$1,452,554
Revenues					
Operating Grants/Contributions	0	32,800	172,584	0	0
Fees-Cult., Park, Rec, Nat. A.	2,713,525	4,915,594	5,135,990	6,272,783	6,663,429
Interest Revenue	31,583	(8,276)	14,872	25,143	26,294
Rents	58,890	38,693	91,875	36,200	36,200
Contributions & Donations	96,738	42,111	86,947	44,355	44,895
Sale of Property	0	0	0	0	0
Non Operating	1,858	0	0	0	0
Other Miscellaneous	5,842	3,741	5,250	5,250	5,250
Total Revenues	\$2,908,437	\$5,024,663	\$5,507,518	\$6,383,731	\$6,776,068
Other Financing Sources					
Other Financing Sources	7,100	9,400	0	0	0
Transfers from Funds	565,145	1,902,580	3,435,948	3,383,423	3,222,902
Total Other Financing Sources	\$572,245	\$1,911,980	\$3,435,948	\$3,383,423	\$3,222,902
Total Revenues & Other Financing Sources	\$3,480,682	\$6,936,643	\$8,943,466	\$9,767,154	\$9,998,970
Expenditures					
Recreation Administration	1,052,758	964,669	1,227,872	2,062,705	2,006,575
Special Revenue Accounts	52,878	79,169	157,593	87,144	88,384
EPIC	1,521,900	1,602,045	1,967,835	1,890,075	1,948,583
Adaptive Recreation	2,557	206,220	334,535	335,869	349,520
Mulberry Pool	2,523	227,371	367,533	359,326	362,872
City Park Pool	1,744	120,196	142,847	156,840	160,887
Adult Programs & Senior Center	564,792	994,789	1,657,402	1,594,568	1,648,829
NACC	442,871	912,412	1,454,450	1,525,011	1,582,793
Child Development	136,127	213,671	429,905	286,122	301,255
Sports	523,516	830,592	939,694	1,125,311	1,180,943
Farm	309,404	345,296	382,039	408,471	424,917
Recreation Grants	0	31,530	0	0	0
Not Applicable	0	0	30,393	0	0
Total Expenditures	\$4,611,069	\$6,527,960	\$9,092,098	\$9,831,442	\$10,055,558
Other Financing Uses					
Transfers Out	55,542	43,594	35,641	45,919	47,479
Total Other Financing Uses	\$55,542	\$43,594	\$35,641	\$45,919	\$47,479
Total Expenditures & Other Financing Use	\$4,666,611	\$6,571,554	\$9,127,739	\$9,877,361	\$10,103,037
Net Change in Fund Balance	(\$1,185,929)	\$365,089	(\$184,273)	(\$110,207)	(\$104,067)
Ending Fund Balance	\$1,381,945	\$1,747,034	\$1,562,761	\$1,452,554	\$1,348,487

Frozen Appropriations not included in this Fund Statement

CEMETERIES FUND - 275

COMPARATIVE BUDGET STATEMENT

	ACTUAL 2020	ACTUAL 2021	BUDGET 2022	BUDGET 2023	BUDGET 2024
Beginning Fund Balance	\$525,627	\$750,513	\$860,573	\$779,010	\$564,387
Revenues					
Charges for Service	570,596	590,379	516,190	528,390	539,729
Earnings on Investments	12,096	(3,882)	4,603	10,392	10,868
Miscellaneous	14,279	12,264	14,000	14,000	14,000
Total Revenues	\$596,971	\$598,761	\$534,793	\$552,782	\$564,597
Other Financing Sources					
Other Financing Sources	5,700	6,705	0	0	0
Transfers In	177,961	252,864	415,773	320,259	347,911
Total Other Financing Sources	\$183,661	\$259,569	\$415,773	\$320,259	\$347,911
Total Revenues & Other Financing Sources	\$780,633	\$858,330	\$950,566	\$873,041	\$912,508
Expenditures					
Personnel Services	424,891	529,105	572,529	588,560	615,083
Purchased Prof & Tech Services	17,164	33,769	34,253	58,451	36,336
Purchased Property Services	52,460	68,096	96,652	91,497	93,995
Other Purchased Services	12,632	11,205	15,332	15,472	15,856
Supplies	43,979	46,389	75,055	77,673	79,604
Capital Outlay	0	55,723	235,000	251,750	53,043
Total Expenditures	\$551,127	\$744,286	\$1,028,821	\$1,083,403	\$893,917
Other Financing Uses					
Transfers Out	4,620	3,983	3,308	4,261	4,406
Total Other Financing Uses	\$4,620	\$3,983	\$3,308	\$4,261	\$4,406
Total Expenditures & Other Financing Use	\$555,747	\$748,269	\$1,032,129	\$1,087,664	\$898,323
Net Change in Fund Balance	\$224,886	\$110,060	(\$81,563)	(\$214,623)	\$14,185
Ending Fund Balance	\$750,513	\$860,573	\$779,010	\$564,387	\$578,572

Frozen Appropriations not included in this Fund Statement

PERPETUAL CARE FUND - 276

COMPARATIVE BUDGET STATEMENT

	ACTUAL 2020	ACTUAL 2021	BUDGET 2022	BUDGET 2023	BUDGET 2024
Beginning Fund Balance	\$2,035,531	\$2,119,131	\$2,149,959	\$2,194,256	\$2,249,701
Revenues					
Charges for Service	72,232	67,650	70,000	70,000	70,000
Earnings on Investments	35,267	(10,795)	14,297	25,445	26,610
Total Revenues	\$107,498	\$56,855	\$84,297	\$95,445	\$96,610
Total Revenues & Other Financing Sources	\$107,498	\$56,855	\$84,297	\$95,445	\$96,610
Expenditures					
Total Expenditures	\$0	\$0	\$0	\$0	\$0
Other Financing Uses					
Transfers Out	23,899	26,027	40,000	40,000	40,000
Total Other Financing Uses	\$23,899	\$26,027	\$40,000	\$40,000	\$40,000
Total Expenditures & Other Financing Use	\$23,899	\$26,027	\$40,000	\$40,000	\$40,000
Net Change in Fund Balance	\$83,600	\$30,828	\$44,297	\$55,445	\$56,610
Ending Fund Balance	\$2,119,131	\$2,149,959	\$2,194,256	\$2,249,701	\$2,306,311

Frozen Appropriations not included in this Fund Statement

MUSEUM FUND - 277

COMPARATIVE BUDGET STATEMENT

	ACTUAL 2020	ACTUAL 2021	BUDGET 2022	BUDGET 2023	BUDGET 2024
Beginning Fund Balance	\$707,821	\$675,886	\$722,511	\$720,703	\$728,435
Revenues					
Earnings on Investments	11,919	(3,725)	4,904	8,915	9,324
Miscellaneous	806	0	50,000	50,000	50,000
Total Revenues	\$12,725	(\$3,725)	\$54,904	\$58,915	\$59,324
Other Financing Sources					
Transfers In	981,080	1,010,801	1,077,416	1,092,009	1,138,978
Total Other Financing Sources	\$981,080	\$1,010,801	\$1,077,416	\$1,092,009	\$1,138,978
Total Revenues & Other Financing Sources	\$993,805	\$1,007,076	\$1,132,320	\$1,150,924	\$1,198,302
Expenditures					
Museum	1,017,799	954,394	1,129,454	1,137,172	1,184,021
Total Expenditures	\$1,017,799	\$954,394	\$1,129,454	\$1,137,172	\$1,184,021
Other Financing Uses					
Transfers Out	7,941	6,057	4,673	6,020	6,225
Total Other Financing Uses	\$7,941	\$6,057	\$4,673	\$6,020	\$6,225
Total Expenditures & Other Financing Use	\$1,025,740	\$960,451	\$1,134,127	\$1,143,192	\$1,190,246
Net Change in Fund Balance	(\$31,935)	\$46,625	(\$1,807)	\$7,732	\$8,056
Ending Fund Balance	\$675,886	\$722,511	\$720,703	\$728,435	\$736,491

Frozen Appropriations not included in this Fund Statement

TRANSIT SERVICES FUND - 290

COMPARATIVE BUDGET STATEMENT

	ACTUAL 2020	ACTUAL 2021	BUDGET 2022	BUDGET 2023	BUDGET 2024
Beginning Fund Balance	\$6,298,173	\$8,224,454	\$4,556,893	\$3,453,043	\$3,460,027
Revenues					
Operating Grants/Contributions	13,817,588	5,494,837	8,309,939	7,374,239	7,382,382
Capital Grants/Contributions	2,207,677	2,277,255	19,388,658	1,525,000	1,525,000
Other Intergovernmental	743,998	932,519	750,000	892,500	915,000
Fees-General Government	30,801	27,468	30,500	32,000	32,000
Fees-Transportation	688,501	688,254	779,250	874,250	889,250
Other Charges for Service	(19)	0	0	0	0
Interest Revenue	134,087	(37,609)	56,658	68,293	71,421
Contributions & Donations	75,000	75,000	75,000	75,000	75,000
Other Miscellaneous	17,578	252,079	0	0	0
Total Revenues	\$17,715,210	\$9,709,802	\$29,390,005	\$10,841,282	\$10,890,053
Other Financing Sources					
Proceeds of Debt Issuance	0	0	0	0	0
Other Financing Sources	16,146	13,410	0	0	0
Transfers from Funds	3,029,706	8,376,972	9,809,329	11,501,451	12,285,587
Total Other Financing Sources	\$3,045,852	\$8,390,382	\$9,809,329	\$11,501,451	\$12,285,587
Total Revenues & Other Financing Sources	\$20,761,062	\$18,100,184	\$39,199,334	\$22,342,733	\$23,175,640
Expenditures					
Salaries & Wages	7,089,879	7,166,288	7,452,681	8,521,914	8,956,262
Benefits	2,533,053	2,507,670	2,864,755	3,101,644	3,298,001
Other Personnel Costs	2,794	4,074	3,890,294	(410,350)	(435,555)
Professional & Technical	1,507,220	2,686,699	2,193,283	2,147,709	2,148,509
Governmental Services	2,185,059	550,082	1,520,000	1,620,000	1,695,000
Other Prof & Tech Services	97,701	29,916	175,000	140,000	125,000
Utility Services	157,565	171,352	172,457	151,056	159,280
Cleaning Services	65,958	93,982	89,748	90,715	94,204
Repair & Maintenance Services	2,385,905	3,192,399	3,366,536	3,620,320	3,730,320
Rental Services	15,274	15,724	15,000	15,000	15,000
Insurance	81,375	77,009	119,506	80,194	86,597
Communication Services	100,865	100,929	145,500	145,500	145,500
Internal Admin Services	8,530	7,200	7,482	0	0
Employee Travel	2,684	16,304	29,600	29,600	29,600
Other Purchased Services	77,768	105,029	113,200	113,200	113,200
Vehicle & Equipment Supplies	729,533	947,579	745,519	1,353,786	1,372,833
Land & Building Maint Supplies	0	5,233	0	0	0
Infrastructure Maint Supplies	4,737	2,521	6,000	6,000	6,000
Office & Related Supplies	69,712	45,363	78,500	78,500	78,500
Health & Safety Supplies	(17)	0	200	200	200
Other Supplies	113,077	95,382	128,100	128,100	128,100
Land	0	0	0	(21,096)	(21,096)
Buildings	0	36,391	5,217,343	0	0
Vehicles & Equipment	39,469	2,038,748	5,194,093	10,000	10,000
Other Capital Outlay	877,249	605,893	5,907,793	1,241,250	1,241,250
Total Expenditures	\$18,145,391	\$20,501,768	\$39,432,590	\$22,163,242	\$22,976,705
Other Financing Uses					
Transfers to Funds	689,390	1,265,977	870,594	172,507	178,134
Total Other Financing Uses	\$689,390	\$1,265,977	\$870,594	\$172,507	\$178,134
Total Expenditures & Other Financing Use	\$18,834,781	\$21,767,745	\$40,303,184	\$22,335,749	\$23,154,839
Net Change in Fund Balance	\$1,926,281	(\$3,667,561)	(\$1,103,850)	\$6,984	\$20,801
Ending Fund Balance	\$8,224,454	\$4,556,893	\$3,453,043	\$3,460,027	\$3,480,828

Frozen Appropriations not included in this Fund Statement

TRANSPORTATION CEF FUND - 291

COMPARATIVE BUDGET STATEMENT

	ACTUAL 2020	ACTUAL 2021	BUDGET 2022	BUDGET 2023	BUDGET 2024
Beginning Fund Balance	\$24,203,002	\$25,529,025	\$18,489,731	\$11,637,142	\$13,916,576
Revenues					
Charges for Service	4,204,223	4,641,521	3,050,000	3,550,000	3,800,000
Earnings on Investments	447,588	(122,828)	181,043	267,489	279,741
Miscellaneous	1,300	1,568	0	0	0
Total Revenues	\$4,653,111	\$4,520,261	\$3,231,043	\$3,817,489	\$4,079,741
Other Financing Sources					
Total Other Financing Sources	\$0	\$0	\$0	\$0	\$0
Total Revenues & Other Financing Sources	\$4,653,111	\$4,520,261	\$3,231,043	\$3,817,489	\$4,079,741
Expenditures					
Personnel Services	144,111	115,343	301,542	312,055	326,339
Purchased Prof & Tech Services	74,260	22,914	123,805	100,200	100,200
Other Purchased Services	136,293	320,568	331,775	600,400	600,400
Supplies	0	192	400	400	400
Capital Outlay	614,555	408,392	525,000	525,000	525,000
Total Expenditures	\$969,219	\$867,408	\$1,312,522	\$1,538,055	\$1,552,339
Other Financing Uses					
Transfers Out	2,357,869	10,692,147	8,771,109	0	0
Total Other Financing Uses	\$2,357,869	\$10,692,147	\$8,771,109	\$0	\$0
Total Expenditures & Other Financing Use	\$3,327,088	\$11,559,555	\$10,083,631	\$1,538,055	\$1,552,339
Net Change in Fund Balance	\$1,326,023	(\$7,039,294)	(\$6,852,588)	\$2,279,434	\$2,527,402
Ending Fund Balance	\$25,529,025	\$18,489,731	\$11,637,142	\$13,916,576	\$16,443,978

Frozen Appropriations not included in this Fund Statement

TRANSPORTATION FUND - 292

COMPARATIVE BUDGET STATEMENT

	ACTUAL 2020	ACTUAL 2021	BUDGET 2022	BUDGET 2023	BUDGET 2024
Beginning Fund Balance	\$13,477,607	\$10,926,625	\$12,534,023	\$8,481,229	\$5,373,931
Revenues					
Taxes	8,021,202	9,827,733	9,205,203	10,441,753	10,670,330
Licenses and Permits	186,594	204,025	237,500	180,000	212,000
Fines and Forfeitures	3,656	0	0	0	0
Intergovernmental	8,442,921	9,236,631	8,638,586	8,893,369	8,780,988
Charges for Service	4,629,086	5,317,895	5,315,595	5,805,000	5,975,000
Earnings on Investments	189,101	(44,666)	79,756	153,925	160,975
Miscellaneous	261,706	423,193	50,000	15,000	15,000
Total Revenues	\$21,734,266	\$24,964,812	\$23,526,640	\$25,489,047	\$25,814,293
Other Financing Sources					
Other Financing Sources	46,965	6,852	0	0	0
Transfers In	1,555,319	11,662,990	12,451,391	12,273,416	13,239,427
Total Other Financing Sources	\$1,602,284	\$11,669,841	\$12,451,391	\$12,273,416	\$13,239,427
Total Revenues & Other Financing Sources	\$23,336,550	\$36,634,653	\$35,978,031	\$37,762,463	\$39,053,720
Expenditures					
PDT Administration	607,696	503,182	152,264	152,264	152,264
Engineering	2,561,082	2,525,522	2,981,216	3,255,703	3,438,948
Streets	16,673,099	24,277,042	26,847,587	28,299,043	28,723,294
Traffic	3,323,288	3,766,894	5,701,139	5,734,947	5,866,625
FC Moves	489,226	1,714,273	1,986,958	1,657,703	1,713,892
Total Expenditures	\$23,654,391	\$32,786,912	\$37,669,164	\$39,099,660	\$39,895,023
Other Financing Uses					
Transfers Out	2,233,142	2,240,342	2,361,662	1,770,101	1,764,077
Total Other Financing Uses	\$2,233,142	\$2,240,342	\$2,361,662	\$1,770,101	\$1,764,077
Total Expenditures & Other Financing Use	\$25,887,533	\$35,027,254	\$40,030,826	\$40,869,761	\$41,659,100
Net Change in Fund Balance	(\$2,550,982)	\$1,607,399	(\$4,052,795)	(\$3,107,298)	(\$2,605,380)
Ending Fund Balance	\$10,926,625	\$12,534,023	\$8,481,229	\$5,373,931	\$2,768,551

Frozen Appropriations not included in this Fund Statement

PARKING FUND - 294

COMPARATIVE BUDGET STATEMENT

	ACTUAL 2020	ACTUAL 2021	BUDGET 2022	BUDGET 2023	BUDGET 2024
Beginning Fund Balance	\$1,487,873	\$1,053,587	\$1,721,510	\$1,691,884	\$1,441,684
Revenues					
Fines and Forfeitures	664,117	1,064,139	850,000	850,000	900,000
Charges for Service	876,530	1,284,161	904,600	995,600	1,049,600
Earnings on Investments	18,842	(5,054)	8,350	16,341	17,089
Miscellaneous	56,232	118,558	51,500	60,000	62,000
Total Revenues	\$1,615,722	\$2,461,804	\$1,814,450	\$1,921,941	\$2,028,689
Other Financing Sources					
Transfers In	50,058	317,022	874,583	954,442	910,486
Total Other Financing Sources	\$50,058	\$317,022	\$874,583	\$954,442	\$910,486
Total Revenues & Other Financing Sources	\$1,665,780	\$2,778,826	\$2,689,033	\$2,876,383	\$2,939,175
Expenditures					
Personnel Services	1,000,801	871,666	1,138,136	1,202,828	1,255,525
Purchased Prof & Tech Services	403,082	462,259	460,175	495,100	499,800
Purchased Property Services	481,592	521,699	768,986	755,041	757,570
Other Purchased Services	62,757	52,186	183,848	182,018	182,345
Supplies	23,423	28,481	46,900	48,080	48,109
Capital Outlay	63,535	0	46,750	362,767	112,567
Other	25	175	0	0	0
Total Expenditures	\$2,035,214	\$1,936,467	\$2,644,795	\$3,045,834	\$2,855,916
Other Financing Uses					
Transfers Out	64,851	174,436	73,864	80,749	83,259
Total Other Financing Uses	\$64,851	\$174,436	\$73,864	\$80,749	\$83,259
Total Expenditures & Other Financing Use	\$2,100,065	\$2,110,903	\$2,718,659	\$3,126,583	\$2,939,175
Net Change in Fund Balance	(\$434,286)	\$667,923	(\$29,626)	(\$250,200)	\$0
Ending Fund Balance	\$1,053,587	\$1,721,510	\$1,691,884	\$1,441,684	\$1,441,684

Frozen Appropriations not included in this Fund Statement

CAPITAL PROJECT FUNDS DESCRIPTIONS

255 - COMMUNITY CAPITAL IMPROVEMENT PROGRAM FUND

Upon expiration of the 2005 Building on Basics (BOB) ¼ cent sales tax on December 31, 2015, Fort Collins voters approved an extension of the tax to continue to be used to pay for the community's highest priority capital improvements. The plan, known as the Community Capital Improvement Program ("CCIP"), includes projects and operation & maintenance costs for priorities identified in advance of voters going to the polls in April of 2015. The ¼ cent tax went into effect January 1, 2016 and will expire on December 31, 2025. Funding for the projects included in the plan is allocated over the same 10-year period, with operation & maintenance funding extending an additional 5 years.

270 – NEIGHBORHOOD PARKLAND FUND

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

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.

400 - CAPITAL PROJECTS FUND

The Capital Projects Fund is used to account for the financial resources needed to acquire or construct major capital assets. Projects typically involve streets / transportation, transit, or City buildings / facilities. Revenues are primarily derived from transfers from other Funds or from grants / contributions. Debt issuance may be used in some cases. While some capital projects are accounted for in other Funds from time to time, a majority of the City's capital projects are contained here.

COMMUNITY CAPITAL IMPROVEMENT - 255

COMPARATIVE BUDGET STATEMENT

	ACTUAL 2020	ACTUAL 2021	BUDGET 2022	BUDGET 2023	BUDGET 2024
Beginning Fund Balance	\$11,496,571	\$15,342,095	\$20,560,376	\$22,317,570	\$28,383,379
Revenues					
Taxes	8,021,202	9,827,733	9,205,203	10,441,753	10,670,330
Earnings on Investments	246,536	(75,930)	93,991	212,056	221,769
Total Revenues	\$8,267,737	\$9,751,803	\$9,299,194	\$10,653,809	\$10,892,099
Total Revenues & Other Financing Sources	\$8,267,737	\$9,751,803	\$9,299,194	\$10,653,809	\$10,892,099
Expenditures					
Capital Outlay	0	0	500,000	500,000	500,000
Other	788,996	287,666	0	0	0
Total Expenditures	\$788,996	\$287,666	\$500,000	\$500,000	\$500,000
Other Financing Uses					
Transfers Out	3,633,217	4,245,856	7,042,000	4,088,000	6,148,000
Total Other Financing Uses	\$3,633,217	\$4,245,856	\$7,042,000	\$4,088,000	\$6,148,000
Total Expenditures & Other Financing Use	\$4,422,213	\$4,533,522	\$7,542,000	\$4,588,000	\$6,648,000
Net Change in Fund Balance	\$3,845,524	\$5,218,281	\$1,757,194	\$6,065,809	\$4,244,099
Ending Fund Balance	\$15,342,095	\$20,560,376	\$22,317,570	\$28,383,379	\$32,627,478

Frozen Appropriations not included in this Fund Statement

NEIGHBORHOOD PARKLAND FUND - 270

COMPARATIVE BUDGET STATEMENT

	ACTUAL 2020	ACTUAL 2021	BUDGET 2022	BUDGET 2023	BUDGET 2024
Beginning Fund Balance	\$9,191,083	\$10,055,941	\$6,750,910	\$3,915,085	\$1,835,295
Revenues					
Capital Grants/Contributions	1,361	75,000	0	0	0
Fees-Cult., Park, Rec, Nat. A.	1,670,125	2,054,554	1,500,000	1,545,000	1,591,350
Interest Revenue	167,211	(47,922)	67,064	106,345	111,216
Other Miscellaneous	2,012	24	0	0	0
Total Revenues	\$1,840,709	\$2,081,656	\$1,567,064	\$1,651,345	\$1,702,566
Other Financing Sources					
Total Other Financing Sources	\$0	\$0	\$0	\$0	\$0
Total Revenues & Other Financing Sources	\$1,840,709	\$2,081,656	\$1,567,064	\$1,651,345	\$1,702,566
Expenditures					
New Site Acquisition	2,131	0	0	0	0
New Park Site Development	574	130,393	850,000	2,991,000	2,991,000
Eastridge Park	0	0	0	0	0
Streets Facility Park	4,951	94,684	0	0	0
Office Improvements	1,350	0	0	0	0
Parks & Rec Policy Plan Update	306,787	3,031	0	0	0
East Comm Pk Maint Fac	50,608	427,551	0	0	0
Parks Develop Review	2,991	668	0	0	0
Fossil Lake Park	0	0	0	0	0
Richards Lake Park	1,119	2,105	0	0	0
Bacon Elem. Park	0	0	150,000	0	0
Lilac Park	330	90	0	0	0
Trail Head Water System	23,737	1,076,836	0	0	0
ELCO Water Bank Shares	0	298,408	0	0	0
Maple Hill Park	41,174	295,519	0	0	0
Trailhead Park	201,060	2,486,037	0	0	0
Side Hill Neighborhood Park	39,911	234,986	2,971,000	0	0
Parkland & Administration Cost	283,648	305,004	349,654	653,880	681,498
Parkland Commun Support	5,021	4,444	0	0	0
Total Expenditures	\$965,391	\$5,359,756	\$4,320,654	\$3,644,880	\$3,672,498
Other Financing Uses					
Transfers Out	10,460	26,931	82,235	86,255	89,353
Total Other Financing Uses	\$10,460	\$26,931	\$82,235	\$86,255	\$89,353
Total Expenditures & Other Financing Use	\$975,851	\$5,386,687	\$4,402,889	\$3,731,135	\$3,761,851
Net Change in Fund Balance	\$864,858	(\$3,305,031)	(\$2,835,825)	(\$2,079,790)	(\$2,059,285)
Ending Fund Balance	\$10,055,941	\$6,750,910	\$3,915,085	\$1,835,295	(\$223,990)

Frozen Appropriations not included in this Fund Statement

CONSERVATION TRUST FUND - 271

COMPARATIVE BUDGET STATEMENT

	ACTUAL 2020	ACTUAL 2021	BUDGET 2022	BUDGET 2023	BUDGET 2024
Beginning Fund Balance	\$2,826,913	\$3,497,601	\$2,607,070	\$1,835,324	\$810,021
Revenues					
Capital Grants/Contributions	1,728,212	2,072,476	1,700,000	1,850,000	2,000,000
Interest Revenue	51,777	(10,101)	20,961	41,101	42,983
Total Revenues	\$1,779,990	\$2,062,375	\$1,720,961	\$1,891,101	\$2,042,983
Other Financing Sources					
Total Other Financing Sources	\$0	\$0	\$0	\$0	\$0
Total Revenues & Other Financing Sources	\$1,779,990	\$2,062,375	\$1,720,961	\$1,891,101	\$2,042,983
Expenditures					
Trail Acquisition/Development	0	0	600,000	2,200,000	546,500
Trees Along the Trails	22,225	1,875	0	0	0
Longview Corridor Trail	13,822	427	0	0	0
Fossil Ck Trl-Shields/College	14,484	22,660	0	0	0
Hydro Bank and Trl Repair	141,157	0	0	0	0
Power Trl to Spring Creek	242	3,368	0	0	0
Poudre Trail at I-25	139,118	41,604	0	0	0
Dev Review Future Trails	30,021	44,569	0	0	0
Poudre Trl-Lincoln Mid Sch	195,327	6,416	0	0	0
Rosborough Cyclocross	4,093	0	0	0	0
Mail Creek/Siphon Overpass	6,245	5,691	0	0	0
SE Fossil Creek Trl	229	351	0	0	0
Lake Canal Trail	810	134	0	0	0
Northeast Trail	1,258	766	0	0	0
Pleasant Valley Canal Trl	270	0	0	0	0
Interstate Trail	1,333	1,270	0	0	0
Overland Trail	194	0	0	0	0
Power Trail Harmony Gap	67	604	0	0	0
Timberline Underpass	78	2,216	0	0	0
Mail Crk Trl East Timberline	78	14,116	0	0	0
Bucking Horse Trail Spur	0	0	296,550	0	0
Mail Creek Trail	0	0	742,500	0	0
Vine and Lemay Underpass	0	1,001,373	0	0	0
Fossil Creek Trail and 38E	0	0	0	0	0
Administration	122,854	116,640	183,408	274,472	223,201
Total Expenditures	\$693,905	\$1,264,079	\$1,822,458	\$2,474,472	\$769,701
Other Financing Uses					
Transfers Out	415,397	1,688,827	670,249	441,932	431,062
Total Other Financing Uses	\$415,397	\$1,688,827	\$670,249	\$441,932	\$431,062
Total Expenditures & Other Financing Use	\$1,109,302	\$2,952,906	\$2,492,707	\$2,916,404	\$1,200,763
Net Change in Fund Balance	\$670,688	(\$890,531)	(\$771,746)	(\$1,025,303)	\$842,220
Ending Fund Balance	\$3,497,601	\$2,607,070	\$1,835,324	\$810,021	\$1,652,241

Frozen Appropriations not included in this Fund Statement

CAPITAL PROJECTS FUND - 400

COMPARATIVE BUDGET STATEMENT

	ACTUAL 2020	ACTUAL 2021	BUDGET 2022	BUDGET 2023	BUDGET 2024
Beginning Fund Balance	\$24,739,829	\$16,628,499	\$9,182,028	\$9,180,210	\$9,359,158
Revenues					
Operating Grants/Contributions	0	375,000	0	0	0
Capital Grants/Contributions	2,044,621	608,091	0	0	0
Fees-Cult., Park, Rec, Nat. A.	0	3,000	0	0	0
Fees-Transportation	38,451	0	0	0	0
Interest Revenue	(486,800)	(127,201)	146,160	178,948	187,144
Rents	0	3,510	0	0	0
Contributions & Donations	684,794	86,088	0	0	0
Other Miscellaneous	28,050	20,890	0	0	0
Total Revenues	\$2,309,115	\$969,378	\$146,160	\$178,948	\$187,144
Other Financing Sources					
Transfers from Funds	6,891,425	22,927,452	14,038,412	8,783,838	9,238,773
Total Other Financing Sources	\$6,891,425	\$22,927,452	\$14,038,412	\$8,783,838	\$9,238,773
Total Revenues & Other Financing Sources	\$9,200,540	\$23,896,830	\$14,184,572	\$8,962,786	\$9,425,917
Expenditures					
BOB-Library Technology	0	0	0	0	0
Block 32 Redevelopment	96,914	84,977	150,000	0	0
Block 32 Redevelopment-Parking	12,369	0	0	0	0
Integrated Recycling Facility	5,301	0	0	0	0
CCIP Nature in the City	130,134	140,716	300,000	300,000	400,000
Expansion of Shop	226,305	0	0	0	0
SE Community Center CCIP	0	10,406	2,336,400	0	0
Parks Raw Water Study	0	1,404	0	0	0
East Community Park	32,790	(410,858)	0	757,757	112,654
East District Maint Fac	75,905	899,388	0	0	0
Northeast Community Park	3,026	997	0	0	0
CCIP Poudre River Downtwn Proj	152,847	28,089	0	0	0
Poudre River Plan Reach 4	104,274	30,726	0	0	0
911 Memorial at Spring Pk	16,171	35,223	25,000	0	0
Eastside Parks Improvements	196,306	6,581	0	0	0
SCCP Veterans Plaza	9,664	1,088	0	0	0
Oak Street Plaza Renovation	0	85,000	85,000	0	0
Hands That Feed Donation	0	59,733	0	0	0
City Park	846,502	287,505	0	0	0
Gardens Capital Project	6,412	58,472	0	0	0
CCIP Gardens Visitor Ctr Expsn	76,353	66,625	0	0	0
Carnegie Renovation Project	0	1,087	0	0	0
Parks Assets Management	0	0	1,090,000	0	0
Mountain Ave Reshaping	3,245	73,058	0	0	0
BOB-Tmb Rd Imprv-Drk/Prsp	69,120	2,595	0	0	0
Lincoln Ave Impvmts-1st/Lemay	16,233	4,770	0	0	0
Suniga Impvmts-College/Blondel	359,070	13,968	0	0	0
Harmony/StraussCabin Intersect	3,107	2,362	0	0	0
Taft Hill-Horsetooth/Harmony	370,822	136,206	0	0	0
Sharp Point Connection	1,948	16	0	0	0
CCIP Linden St Renovation	101,424	902,137	891,000	0	0
S Timberline/Stetson/Trilby	758,739	620,764	1,909,442	0	0
College & Trilby Intersections	277,693	564,748	0	0	0
Harmony/Power Trail Grade Sep	120,988	44,596	0	0	0
N Mason St	20,324	32,916	0	0	0
Jefferson/SH 14 Intersection	170,126	2,730	0	0	0
CCIP Arterial Intersection Imp	40,027	331,757	294,683	792,000	1,188,000
CCIP Drake/Lemay Intersection	16,285	844	0	0	0
College/Trilby CCIP Intrsectn	0	752	0	0	0

CCIP Horsetooth/Ziegler RA Mod	8,972	0	0	0	0
CCIP Timberline/Lincoln Imp	34,611	35,254	0	0	0
CCIP Vine/Timberline Interstec	18,475	24,273	0	0	0
College Signals	0	0	93,000	0	0
CCIP Drake & College Intersect	0	35,860	0	0	0
Shields Underpass (CCIP)	0	0	500	0	0
Prospect Centre Underpass	0	0	23,452	0	0
CCIP Horsetooth/College	5,855	45,001	0	0	0
Prospect/College Intrscn Impv	9,576	10,908	0	0	0
Traffic Calming - Capital	1,771	134,180	0	0	0
Railroad Crossing Replacment	0	0	0	0	0
City Bridge Program	13,478	102,786	(7,817)	2,800,000	2,800,000
Drake Bridge Rplcmt	6,529	0	0	0	0
Mulberry Bridge CDOT Project	29,518	0	0	0	0
Riverside Bridge Rplcmt.	46,696	47,037	0	0	0
Laporte Ave Bridge	0	13,673	1,700,000	0	0
Railroad Crossing Replacment	65,528	82,229	125,000	125,000	125,000
Mason Tr Spring Creek to CSU	0	0	0	0	0
Mason Revenues/Contingency	0	119,738	0	0	0
Guideway/Track Elements	1,826,713	0	0	0	0
Professional Services	298	(37,590)	0	0	0
CCIP Bus Stop Improvements	621,302	498,370	199,000	99,000	99,000
Street Cut Program	0	0	0	0	0
CCIP Pedestrian Sidewalk - ADA	1,255,781	1,018,860	880,183	1,485,000	2,376,000
Laporte Corridor (CCIP)	0	0	300,000	0	0
CCIP Bicycle Infrastructure Im	(34,450)	49,457	342,233	495,000	792,000
CCIP Bike Magnolia & Shields	72,804	233,377	17,516	0	0
CCIP Bike Elizabeth & Ponderos	227,902	14,713	(7,385)	0	0
CCIP Bike Columbia & Lemay	31,209	237,927	(5,864)	0	0
CCIP Bike/Ped Grade Sep Cross	0	500,000	(5,000)	792,000	1,188,000
CCIP Power Trail/Harmony Gr X	70,854	3,949	0	0	0
CCIP Siphon Ped Overpass	111,919	183,825	500,000	445,500	0
CCIP S Timberline Underpass	10,581	199,883	400,000	0	0
N.College PedestrianConnection	16,716	0	0	0	0
Lemay/Vine Grade Sep Crossing	1,614,730	16,451,653	2,121,197	0	0
Prospect Rd/Sharp Ptl-25	13,020	2,692	0	0	0
Prospect Rd. & I-25	5,559,212	5,666,667	0	0	0
Willow St River Dist Enhncmnts	63,424	(952)	0	0	0
CCIP Willow Street Imprvmnts	975,311	17,502	0	0	0
Highway 1 Douglas Rd	0	348,156	0	0	0
Linden St-Walnut/Jefferson	110,469	(0)	0	0	0
Midtown Improvement Projects	0	0	297,000	0	0
W Elizabeth Corridor Design	0	844,300	0	0	0
Landfill Grndwater Remed IGA	0	0	0	643,500	99,000
Total Expenditures	\$17,109,227	\$31,005,103	\$14,054,539	\$8,734,757	\$9,179,654
Other Financing Uses					
Transfers Out	202,643	338,198	131,851	49,081	59,119
Total Other Financing Uses	\$202,643	\$338,198	\$131,851	\$49,081	\$59,119
Total Expenditures & Other Financing Use	\$17,311,870	\$31,343,301	\$14,186,390	\$8,783,838	\$9,238,773
Net Change in Fund Balance	(\$8,111,330)	(\$7,446,471)	(\$1,818)	\$178,948	\$187,144
Ending Fund Balance	\$16,628,499	\$9,182,028	\$9,180,210	\$9,359,158	\$9,546,302

Frozen Appropriations not included in this Fund Statement

DEBT SERVICE AND OTHER FUNDS DESCRIPTIONS

252 - GENERAL IMPROVEMENT DISTRICT #1

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

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.

304 - CAPITAL LEASING CORPORATION FUND

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

The Employees' Retirement Fund is used to account for the general employees' retirement plan.

800 – URA – NORTH COLLEGE DISTRICT FUND

The Urban Renewal Authority (URA) Fund provides for the accounting of tax increment revenues received from property taxes on property within the North College District. Urban renewal is a statutory tool used by municipalities to assist in the redevelopment of blighted property and help foster sound growth and development within a designated area of the community. The North College URA District will receive tax increment revenue through 2031.

801 – URA - PROSPECT SOUTH TIF DISTRICT FUND

The Urban Renewal Authority (URA) Fund provides for the accounting of tax increment revenues received from property taxes on property within Prospect South District. Urban renewal is a statutory tool used by municipalities to assist in the redevelopment of blighted property and help foster sound growth and development within a designated area of the community. The Prospect South URA District will receive tax increment revenue through 2037.

803 – URA - MALL FUND

The Urban Renewal Authority (URA) Fund provides for the accounting of tax increment revenues received from property taxes on property within the Foothills Mall District. Urban renewal is a statutory tool used by municipalities to assist in the redevelopment of blighted property and help foster sound growth and development within a designated area of the community. The Foothills Mall URA District will receive tax increment revenue through 2038.

GENERAL IMPROVEMENT DISTRICT 1 - 252

COMPARATIVE BUDGET STATEMENT

	ACTUAL 2020	ACTUAL 2021	BUDGET 2022	BUDGET 2023	BUDGET 2024
Beginning Fund Balance	\$930,443	\$852,018	\$507,962	\$477,443	\$527,672
Revenues					
Property Taxes	307,486	305,076	316,200	310,000	310,000
Shared Revenues	44,020	46,311	46,000	46,000	46,000
Interest Revenue	16,590	(5,073)	7,005	7,504	7,848
Other Miscellaneous	82	73	0	0	0
Total Revenues	\$368,177	\$346,386	\$369,205	\$363,504	\$363,848
Total Revenues & Other Financing Sources	\$368,177	\$346,386	\$369,205	\$363,504	\$363,848
Expenditures					
Salaries & Wages	6,114	17,238	19,684	21,016	21,962
Benefits	1,666	4,913	5,829	6,145	6,433
Other Personnel Costs	0	0	(765)	(1,086)	(1,136)
Professional & Technical	6,150	6,101	6,324	6,200	6,200
Other Prof & Tech Services	204,940	125,000	0	0	0
Utility Services	2,302	1,760	3,000	3,000	3,000
Construction Services	134,367	325,000	151,913	150,000	150,000
Other Purchased Services	10	10	1,000	1,000	1,000
Rebates & Incentives	36,053	35,420	37,740	37,000	37,000
Total Expenditures	\$391,602	\$515,443	\$224,725	\$223,275	\$224,459
Other Financing Uses					
Transfers to Funds	55,000	175,000	175,000	90,000	90,000
Total Other Financing Uses	\$55,000	\$175,000	\$175,000	\$90,000	\$90,000
Total Expenditures & Other Financing Use	\$446,602	\$690,442	\$399,725	\$313,275	\$314,459
Net Change in Fund Balance	(\$78,425)	(\$344,056)	(\$30,520)	\$50,229	\$49,389
Ending Fund Balance	\$852,018	\$507,962	\$477,443	\$527,672	\$577,061

Frozen Appropriations not included in this Fund Statement

GID #15 - SKYVIEW - 293

COMPARATIVE BUDGET STATEMENT

	ACTUAL 2020	ACTUAL 2021	BUDGET 2022	BUDGET 2023	BUDGET 2024
Beginning Fund Balance	\$132,587	\$177,871	\$219,730	\$252,905	\$294,350
Revenues					
Taxes	40,419	40,511	33,051	40,000	40,000
Intergovernmental	2,897	3,077	0	0	0
Earnings on Investments	2,776	(919)	1,124	2,445	2,557
Total Revenues	\$46,093	\$42,669	\$34,175	\$42,445	\$42,557
Total Revenues & Other Financing Sources	\$46,093	\$42,669	\$34,175	\$42,445	\$42,557
Expenditures					
Professional & Technical	808	810	1,000	1,000	1,000
Total Expenditures	\$808	\$810	\$1,000	\$1,000	\$1,000
Total Expenditures & Other Financing Use	\$808	\$810	\$1,000	\$1,000	\$1,000
Net Change in Fund Balance	\$45,284	\$41,859	\$33,175	\$41,445	\$41,557
Ending Fund Balance	\$177,871	\$219,730	\$252,905	\$294,350	\$335,907

Frozen Appropriations not included in this Fund Statement

CAPITAL LEASING CORP FUND - 304

COMPARATIVE BUDGET STATEMENT

	ACTUAL 2020	ACTUAL 2021	BUDGET 2022	BUDGET 2023	BUDGET 2024
Beginning Fund Balance	\$0	\$0	\$0	\$0	\$0
Revenues					
Rents	65,297	0	0	0	0
Contributions & Donations	300,000	300,000	300,000	300,000	300,000
Total Revenues	\$365,297	\$300,000	\$300,000	\$300,000	\$300,000
Other Financing Sources					
Transfers from Funds	4,424,851	4,495,226	4,427,121	6,244,794	6,236,882
Total Other Financing Sources	\$4,424,851	\$4,495,226	\$4,427,121	\$6,244,794	\$6,236,882
Total Revenues & Other Financing Sources	\$4,790,148	\$4,795,226	\$4,727,121	\$6,544,794	\$6,536,882
Expenditures					
Professional & Technical	5,815	5,996	6,000	8,000	8,000
Other	0	0	0	0	0
Total Expenditures	\$5,815	\$5,996	\$6,000	\$8,000	\$8,000
Other Financing Uses					
Debt Service	4,784,333	4,789,230	4,721,121	6,536,794	6,528,882
Total Other Financing Uses	\$4,784,333	\$4,789,230	\$4,721,121	\$6,536,794	\$6,528,882
Total Expenditures & Other Financing Use	\$4,790,148	\$4,795,226	\$4,727,121	\$6,544,794	\$6,536,882
Net Change in Fund Balance	\$0	\$0	\$0	\$0	\$0
Ending Fund Balance	\$0	\$0	\$0	\$0	\$0

Frozen Appropriations not included in this Fund Statement

EMPLOYEES' RETIREMENT FUND - 700

COMPARATIVE BUDGET STATEMENT

	ACTUAL 2020	ACTUAL 2021	BUDGET 2022	BUDGET 2023	BUDGET 2024
Beginning Fund Balance	\$48,057,882	\$51,370,771	\$54,549,286	\$49,595,561	\$44,484,272
Revenues					
Fees-General Government	1,415,437	1,361,952	1,300,000	1,270,000	1,250,000
Interest Revenue	7,032,880	6,387,365	80,275	153,211	160,228
Total Revenues	\$8,448,317	\$7,749,318	\$1,380,275	\$1,423,211	\$1,410,228
Other Financing Sources					
Total Other Financing Sources	\$0	\$0	\$0	\$0	\$0
Total Revenues & Other Financing Sources	\$8,448,317	\$7,749,318	\$1,380,275	\$1,423,211	\$1,410,228
Expenditures					
Professional & Technical	23,539	25,835	34,000	34,500	39,500
Other Prof & Tech Services	0	199	0	0	0
Other Purchased Services	0	44	0	0	0
Other	5,111,889	4,544,725	6,300,000	6,500,000	6,800,000
Total Expenditures	\$5,135,428	\$4,570,803	\$6,334,000	\$6,534,500	\$6,839,500
Total Expenditures & Other Financing Use	\$5,135,428	\$4,570,803	\$6,334,000	\$6,534,500	\$6,839,500
Net Change in Fund Balance	\$3,312,889	\$3,178,515	(\$4,953,725)	(\$5,111,289)	(\$5,429,272)
Ending Fund Balance	\$51,370,771	\$54,549,286	\$49,595,561	\$44,484,272	\$39,055,000

Frozen Appropriations not included in this Fund Statement

URA - N. COLLEGE DISTRICT - 800

COMPARATIVE BUDGET STATEMENT

	ACTUAL 2020	ACTUAL 2021	BUDGET 2022	BUDGET 2023	BUDGET 2024
Beginning Fund Balance	\$416,911	\$1,602,168	\$2,886,052	\$4,889,012	\$7,640,353
Revenues					
Property Taxes	2,432,071	2,603,229	2,657,467	7,042,000	7,212,000
Sales & Use Tax	0	0	0	400,000	400,000
Interest Revenue	33,994	(11,936)	10,951	31,364	32,800
Total Revenues	\$2,466,065	\$2,591,293	\$2,668,418	\$7,473,364	\$7,644,800
Other Financing Sources					
Total Other Financing Sources	\$0	\$0	\$0	\$0	\$0
Total Revenues & Other Financing Sources	\$2,466,065	\$2,591,293	\$2,668,418	\$7,473,364	\$7,644,800
Expenditures					
Personnel Services	222,426	229,515	231,353	244,116	254,925
Purchased Prof & Tech Services	52,069	45,876	98,824	354,600	359,920
Purchased Property Services	0	43,650	18,572	3,730,000	3,831,000
Other Purchased Services	22,182	7,620	30,290	31,500	31,500
Supplies	1,561	467	5,200	5,000	5,000
Total Expenditures	\$298,238	\$327,127	\$384,239	\$4,365,216	\$4,482,345
Other Financing Uses					
Debt & Other Uses	1,255,930	1,268,849	1,267,000	1,311,807	1,311,207
Total Other Financing Uses	\$1,255,930	\$1,268,849	\$1,267,000	\$1,311,807	\$1,311,207
Total Expenditures & Other Financing Use	\$1,554,168	\$1,595,976	\$1,651,239	\$5,677,023	\$5,793,552
Net Change in Fund Balance	\$911,897	\$995,317	\$1,017,179	\$1,796,341	\$1,851,248
Net Adjustments to GAAP	\$273,360	\$288,567	\$985,781	\$955,000	\$995,000
Ending Fund Balance	\$1,602,168	\$2,886,052	\$4,889,012	\$7,640,353	\$10,486,601

Frozen Appropriations not included in this Fund Statement

URA - PROSPECT SOUTH TIF DIST - 801

COMPARATIVE BUDGET STATEMENT

	ACTUAL 2020	ACTUAL 2021	BUDGET 2022	BUDGET 2023	BUDGET 2024
Beginning Fund Balance	\$736,175	\$1,018,547	\$1,300,584	\$1,836,606	\$1,845,988
Revenues					
Property Taxes	729,062	723,551	740,000	0	0
Interest Revenue	11,064	(3,720)	3,583	9,382	9,812
Total Revenues	\$740,127	\$719,831	\$743,583	\$9,382	\$9,812
Other Financing Sources					
Total Other Financing Sources	\$0	\$0	\$0	\$0	\$0
Total Revenues & Other Financing Sources	\$740,127	\$719,831	\$743,583	\$9,382	\$9,812
Expenditures					
Purchased Prof & Tech Services	76,597	56,489	57,255	0	0
Purchased Property Services	11,762	11,762	11,762	0	0
Total Expenditures	\$88,359	\$68,251	\$69,017	\$0	\$0
Other Financing Uses					
Debt & Other Uses	369,395	369,544	368,544	0	0
Total Other Financing Uses	\$369,395	\$369,544	\$368,544	\$0	\$0
Total Expenditures & Other Financing Use	\$457,754	\$437,795	\$437,561	\$0	\$0
Net Change in Fund Balance	\$282,373	\$282,036	\$306,022	\$9,382	\$9,812
Net Adjustments to GAAP	(\$1)	\$1	\$230,000	\$0	\$0
Ending Fund Balance	\$1,018,547	\$1,300,584	\$1,836,606	\$1,845,988	\$1,855,800

Frozen Appropriations not included in this Fund Statement

URA - MALL FUND - 803

COMPARATIVE BUDGET STATEMENT

	ACTUAL 2020	ACTUAL 2021	BUDGET 2022	BUDGET 2023	BUDGET 2024
Beginning Fund Balance	\$1,691	\$6,601	\$2,437	\$16,657	\$16,657
Revenues					
Property Taxes	2,858,801	3,880,085	3,888,922	0	0
Sales & Use Tax	421,281	(5,394)	200,000	0	0
Interest Revenue	10,470	2,917	0	0	0
Total Revenues	\$3,290,552	\$3,877,608	\$4,088,922	\$0	\$0
Total Revenues & Other Financing Sources	\$3,290,552	\$3,877,608	\$4,088,922	\$0	\$0
Expenditures					
Purchased Prof & Tech Services	113,042	135,803	121,892	0	0
Purchased Property Services	3,172,600	3,745,969	3,952,810	0	0
Total Expenditures	\$3,285,642	\$3,881,772	\$4,074,702	\$0	\$0
Total Expenditures & Other Financing Use	\$3,285,642	\$3,881,772	\$4,074,702	\$0	\$0
Net Change in Fund Balance	\$4,910	(\$4,164)	\$14,220	\$0	\$0
Ending Fund Balance	\$6,601	\$2,437	\$16,657	\$16,657	\$16,657

Frozen Appropriations not included in this Fund Statement

ENTERPRISE FUNDS DESCRIPTIONS

500 - GOLF FUND

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.

ELECTRIC & TELECOMMUNICATIONS FUND

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.

At the direction of City Council and voters, the City is building and implementing high-speed, next-generation fiber to be available to all residents, businesses and organizations within the boundaries of the City over the next 36 to 48 months, including land in the City's growth management area (GMA) when it is annexed into city limits. Included in the budget amounts is Broadband capital projects.

502 - WATER FUND

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.

503 - WASTEWATER FUND

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.

504 - STORMWATER FUND

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.

GOLF FUND - 500

COMPARATIVE BUDGET STATEMENT

	ACTUAL 2020	ACTUAL 2021	BUDGET 2022	BUDGET 2023	BUDGET 2024
Beginning Fund Balance	\$6,839,831	\$7,531,982	\$8,687,726	\$7,878,035	\$7,864,706
Revenues					
Charges for Service	3,893,001	4,658,040	3,648,000	4,605,120	4,818,915
Earnings on Investments	30,581	(14,384)	11,365	28,385	29,685
Miscellaneous	65,499	27,794	50,000	52,500	54,000
Total Revenues	\$3,989,081	\$4,671,450	\$3,709,365	\$4,686,005	\$4,902,600
Other Financing Sources					
Other Financing Sources	7,918	7,521	3,981,415	0	0
Transfers In	0	0	375,000	0	0
Total Other Financing Sources	\$7,918	\$7,521	\$4,356,415	\$0	\$0
Total Revenues & Other Financing Sources	\$3,996,999	\$4,678,970	\$8,065,780	\$4,686,005	\$4,902,600
Expenditures					
Personnel Services	1,328,738	1,361,019	1,478,370	1,613,590	1,680,424
Purchased Prof & Tech Services	576,836	609,744	517,175	807,787	818,702
Purchased Property Services	340,466	402,232	421,449	436,192	447,086
Other Purchased Services	201,656	198,229	222,917	237,380	243,312
Supplies	339,434	372,899	397,047	420,927	421,184
Capital Outlay	65,599	87,876	5,217,805	308,620	87,522
Other	360,601	404,655	60,421	62,535	64,099
Total Expenditures	\$3,213,330	\$3,436,655	\$8,315,184	\$3,887,031	\$3,762,329
Other Financing Uses					
Debt & Other Uses	484,227	507,751	555,761	575,209	589,590
Transfers Out	67,589	65,034	114,609	542,385	550,681
Total Other Financing Uses	\$551,816	\$572,785	\$670,370	\$1,117,594	\$1,140,271
Total Expenditures & Other Financing Use	\$3,765,146	\$4,009,439	\$8,985,554	\$5,004,625	\$4,902,600
Net Change in Fund Balance	\$231,853	\$669,531	(\$919,774)	(\$318,620)	\$0
Net Adjustments to GAAP	\$460,298	\$486,213	\$110,083	\$305,291	\$86,611
Ending Fund Balance	\$7,531,982	\$8,687,726	\$7,878,035	\$7,864,706	\$7,951,317

Frozen Appropriations not included in this Fund Statement

ELECTRIC AND TELECOMMUNICATIONS COMPARATIVE BUDGET STATEMENT

	ACTUAL 2020	ACTUAL 2021	BUDGET 2022	BUDGET 2023	BUDGET 2024
Beginning Fund Balance	\$205,846,620	\$208,156,674	\$209,588,999	\$180,166,532	\$180,864,555
Revenues					
Other Fines & Forfeitures	0	3,600	0	0	0
Operating Grants/Contributions	0	5,436	100,000	0	0
Occupational Privilege Tax	0	0	263,632	0	0
Capital Grants/Contributions	59,366	0	0	0	0
Other Intergovernmental	468,941	651,016	732,000	1,145,564	1,276,735
Fees-Light and Power	139,242,998	146,152,200	140,650,000	152,890,000	159,020,000
Interest Revenue	1,683,125	(189,122)	229,972	565,390	591,285
Other Earnings on Investments	47,180	72,345	40,000	45,000	50,000
Rents	10	210	0	0	0
Contributions & Donations	3,345,800	6,850,816	2,915,000	3,460,000	3,460,000
Sale of Property	23,962	72,963	0	0	0
Non Operating	1,192,659	990,846	590,000	849,000	670,000
Other Miscellaneous	531,104	873,075	500,000	510,000	510,000
Accounts Not Specified	783,860	4,294,720	19,400,104	20,098,939	24,202,277
Total Revenues	\$147,379,006	\$159,778,105	\$165,420,708	\$179,563,893	\$189,780,297
Other Financing Sources					
Proceeds of Debt Issuance	0	0	4,537,000	3,040,000	3,980,000
Other Financing Sources	26,940	3,400	0	0	0
Transfers from Funds	25,000	722,219	20,789,861	810,682	834,702
Total Other Financing Sources	\$51,940	\$725,619	\$25,326,861	\$3,850,682	\$4,814,702
Total Revenues & Other Financing Sources	\$147,430,946	\$160,503,724	\$190,747,569	\$183,414,575	\$194,594,999
Expenditures					
Light & Power Operations	21,147,088	20,924,580	11,019,048	11,086,663	11,575,538
L&P Payments and Transfers	16,816,956	17,155,158	18,368,777	20,016,751	20,764,929
L&P Purchase of Power	92,995,461	93,681,648	96,291,332	104,390,291	110,081,094
L&P System Additions	3,787,616	6,291,363	5,068,030	6,617,942	6,642,304
L&P Capital Projects	4,053,171	5,204,513	12,181,324	9,206,576	8,039,606
L&P Energy Services	4,840,977	4,846,855	7,473,504	6,892,206	6,862,930
L&P Operating Grants	558	46,141	100,000	0	0
Broadband	51,863,172	55,789,174	38,954,167	11,932,180	12,933,557
Total Expenditures	\$195,505,000	\$203,939,431	\$189,456,183	\$170,142,609	\$176,899,958
Other Financing Uses					
Debt & Other Uses	5,310,176	5,310,393	11,649,788	14,834,513	20,261,835
Transfers Out	530,429	1,339,341	20,802,529	715,907	739,818
Total Other Financing Uses	\$5,840,605	\$6,649,734	\$32,452,317	\$15,550,420	\$21,001,653
Total Expenditures & Other Financing Use	\$201,345,605	\$210,589,165	\$221,908,500	\$185,693,029	\$197,901,611
Net Change in Fund Balance	(\$53,914,659)	(\$50,085,442)	(\$31,160,931)	(\$2,278,454)	(\$3,306,612)
Net Adjustments to GAAP	\$56,224,713	\$51,517,767	\$1,738,464	\$2,976,477	\$2,624,946
Ending Fund Balance	\$208,156,674	\$209,588,999	\$180,166,532	\$180,864,555	\$180,182,889

Frozen Appropriations not included in this Fund Statement

WATER FUND - 502

COMPARATIVE BUDGET STATEMENT

	ACTUAL 2020	ACTUAL 2021	BUDGET 2022	BUDGET 2023	BUDGET 2024
Beginning Fund Balance	\$332,932,079	\$338,934,359	\$343,869,558	\$341,119,375	\$342,539,316
Revenues					
Operating Grants/Contributions	48,368	69,656	0	0	0
Capital Grants/Contributions	573,030	9,096	0	0	0
Fees-Water	32,986,304	33,659,822	31,125,000	32,785,000	33,505,000
Interest Revenue	1,474,124	(469,393)	594,104	1,056,466	1,104,853
Other Earnings on Investments	19,285	15,798	0	0	0
Rents	135,440	156,279	110,000	120,000	120,000
Contributions & Donations	1,504,342	5,177,228	1,555,000	1,365,000	1,615,000
Sale of Property	9,021	12,401	0	0	0
Non Operating	0	7,037	0	0	0
Other Miscellaneous	222,719	293,815	145,000	175,000	180,000
Total Revenues	\$36,972,633	\$38,931,739	\$33,529,104	\$35,501,466	\$36,524,853
Other Financing Sources					
Proceeds of Debt Issuance	136,680	144,284	136,680	0	0
Other Financing Sources	1,551	38,017	0	0	0
Transfers from Funds	180,562	250,000	1,477,467	1,951,421	141,090
Total Other Financing Sources	\$318,793	\$432,301	\$1,614,147	\$1,951,421	\$141,090
Total Revenues & Other Financing Sources	\$37,291,426	\$39,364,039	\$35,143,251	\$37,452,887	\$36,665,943
Expenditures					
	1,122,165	40,539	0	0	0
Water	68,368	69,656	0	0	0
Water Minor Capital	843,903	944,331	2,195,908	1,405,800	1,405,800
Water Payments and Transfers	15,850,158	15,779,450	11,213,148	11,321,043	11,767,283
Water Trans & Distribution	3,307,302	3,418,159	3,603,715	3,976,567	4,177,525
Water Meter Operations	753,014	683,176	906,751	1,052,026	1,347,718
Water Production	5,283,967	6,358,275	9,632,635	6,289,046	6,429,656
Water Quality	1,139,701	1,115,867	1,180,845	1,237,374	1,280,710
Water Resources	2,758,721	3,108,253	3,542,719	3,246,112	3,396,727
Water Capital Projects	7,761,595	11,278,916	13,721,774	25,252,166	18,302,440
Total Expenditures	\$38,888,895	\$42,796,623	\$45,997,496	\$53,780,134	\$48,107,859
Other Financing Uses					
Debt & Other Uses	187,613	187,582	188,223	0	0
Transfers Out	338,191	415,206	422,409	690,578	711,762
Total Other Financing Uses	\$525,804	\$602,788	\$610,632	\$690,578	\$711,762
Total Expenditures & Other Financing Use	\$39,414,699	\$43,399,411	\$46,608,128	\$54,470,712	\$48,819,621
Net Change in Fund Balance	(\$2,123,273)	(\$4,035,371)	(\$11,464,877)	(\$17,017,825)	(\$12,153,678)
Net Adjustments to GAAP	\$8,125,553	\$8,970,570	\$8,714,695	\$18,437,766	\$11,275,940
Ending Fund Balance	\$338,934,359	\$343,869,558	\$341,119,375	\$342,539,316	\$341,661,578

Frozen Appropriations not included in this Fund Statement

WASTEWATER FUND - 503

COMPARATIVE BUDGET STATEMENT

	ACTUAL 2020	ACTUAL 2021	BUDGET 2022	BUDGET 2023	BUDGET 2024
Beginning Fund Balance	\$190,098,195	\$193,814,006	\$196,660,756	\$201,015,344	\$201,543,574
Revenues					
Other Fines & Forfeitures	75	1,675	0	0	0
Fees-Wastewater	23,433,299	23,605,607	23,925,000	23,910,000	24,670,000
Interest Revenue	789,977	(239,953)	324,611	556,346	581,827
Rents	161,024	148,620	100,000	100,000	100,000
Contributions & Donations	1,441,578	1,505,670	750,000	885,000	935,000
Sale of Property	0	(60,961)	0	0	0
Other Miscellaneous	373,351	61,519	25,000	20,000	20,000
Total Revenues	\$26,199,304	\$25,022,177	\$25,124,611	\$25,471,346	\$26,306,827
Other Financing Sources					
Other Financing Sources	0	95,962	0	0	0
Transfers from Funds	27,245	0	0	0	0
Total Other Financing Sources	\$27,245	\$95,962	\$0	\$0	\$0
Total Revenues & Other Financing Sources	\$26,226,549	\$25,118,139	\$25,124,611	\$25,471,346	\$26,306,827
Expenditures					
	365,377	130,226	0	0	0
WW Minor Capital	503,558	689,026	1,285,838	1,230,000	730,000
WW Payments and Transfers	11,394,233	11,199,974	6,793,156	6,776,298	7,037,209
WW Trunk and Collection	1,895,472	1,724,579	2,082,727	2,247,381	2,359,562
WW Water Quality	1,162,170	1,169,847	1,242,703	1,311,386	1,366,166
WW Water Reclamation	5,616,163	5,861,536	6,320,574	6,806,578	6,956,822
WW Capital Projects	10,895,047	4,432,400	5,652,301	10,524,320	6,264,320
Total Expenditures	\$31,832,020	\$25,207,588	\$23,377,298	\$28,895,963	\$24,714,079
Other Financing Uses					
Debt & Other Uses	2,518,209	2,070,970	2,238,500	2,264,700	2,287,100
Transfers Out	211,708	199,370	570,015	769,353	519,830
Total Other Financing Uses	\$2,729,917	\$2,270,340	\$2,808,515	\$3,034,053	\$2,806,930
Total Expenditures & Other Financing Use	\$34,561,937	\$27,477,927	\$26,185,813	\$31,930,016	\$27,521,009
Net Change in Fund Balance	(\$8,335,388)	(\$2,359,788)	(\$1,061,202)	(\$6,458,670)	(\$1,214,182)
Net Adjustments to GAAP	\$12,051,199	\$5,206,538	\$5,415,790	\$6,986,900	\$2,112,000
Ending Fund Balance	\$193,814,006	\$196,660,756	\$201,015,344	\$201,543,574	\$202,441,392

Frozen Appropriations not included in this Fund Statement

STORMWATER FUND - 504

COMPARATIVE BUDGET STATEMENT

	ACTUAL 2020	ACTUAL 2021	BUDGET 2022	BUDGET 2023	BUDGET 2024
Beginning Fund Balance	\$152,132,218	\$159,779,871	\$166,287,807	\$172,992,885	\$176,450,358
Revenues					
Non-Bus Licenses & Permits	18,150	17,650	0	15,000	15,000
Fees-Stormwater	17,909,734	18,027,096	18,300,000	18,600,000	18,960,000
Interest Revenue	456,258	(139,255)	183,043	357,891	374,283
Contributions & Donations	840,615	1,420,098	570,000	875,000	900,000
Non Operating	3,000	7,000	0	0	0
Other Miscellaneous	14,584	9,047	0	0	0
Total Revenues	\$19,242,341	\$19,341,637	\$19,053,043	\$19,847,891	\$20,249,283
Other Financing Sources					
Other Financing Sources	20,363	36,245	0	0	0
Transfers from Funds	0	0	100,000	0	0
Total Other Financing Sources	\$20,363	\$36,245	\$100,000	\$0	\$0
Total Revenues & Other Financing Sources	\$19,262,704	\$19,377,882	\$19,153,043	\$19,847,891	\$20,249,283
Expenditures					
Stormwater Minor Capital	363,474	114,422	1,226,632	740,000	785,000
Stormwater Operations	3,717,038	3,689,469	4,892,579	4,922,212	5,065,241
SW Payments and Transfers	7,189,316	7,322,076	5,113,156	5,498,198	5,488,493
SW Capital Projects	6,170,510	5,686,968	7,198,607	4,154,940	7,729,940
Utility Customer & Admin Svcs	0	0	0	0	0
Total Expenditures	\$17,440,338	\$16,812,936	\$18,430,974	\$15,315,350	\$19,068,674
Other Financing Uses					
Debt & Other Uses	1,706,667	1,363,283	917,286	3,128,150	3,125,250
Transfers Out	419,841	465,132	451,576	838,118	861,228
Total Other Financing Uses	\$2,126,508	\$1,828,415	\$1,368,862	\$3,966,268	\$3,986,478
Total Expenditures & Other Financing Use	\$19,566,846	\$18,641,351	\$19,799,836	\$19,281,618	\$23,055,152
Net Change in Fund Balance	(\$304,142)	\$736,531	(\$646,793)	\$566,273	(\$2,805,869)
Net Adjustments to GAAP	\$7,951,795	\$5,771,405	\$7,351,871	\$2,891,200	\$6,501,200
Ending Fund Balance	\$159,779,871	\$166,287,807	\$172,992,885	\$176,450,358	\$180,145,689

Frozen Appropriations not included in this Fund Statement

INTERNAL SERVICE FUNDS DESCRIPTIONS

601 - EQUIPMENT FUND

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

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

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

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

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 2020	ACTUAL 2021	BUDGET 2022	BUDGET 2023	BUDGET 2024
Beginning Fund Balance	\$11,772,830	\$12,140,815	\$12,946,391	\$12,782,501	\$13,913,542
Revenues					
Operating Grants/Contributions	280,091	0	0	0	0
Capital Grants/Contributions	(188,182)	0	0	0	0
Other Intergovernmental	0	0	0	0	0
Fees-General Government	8,196,482	8,832,592	9,992,112	11,184,100	11,440,804
Interest Revenue	73,143	(24,510)	31,565	58,055	60,714
Rents	3,117,782	2,834,436	3,124,400	3,627,276	4,449,512
Contributions & Donations	0	275,303	0	0	0
Sale of Property	4,768	10,788	0	0	0
Other Miscellaneous	1,066	24,689	3,000	29,708	83,181
Total Revenues	\$11,485,150	\$11,953,299	\$13,151,077	\$14,899,139	\$16,034,211
Other Financing Sources					
Proceeds of Debt Issuance	0	0	3,106,746	0	0
Other Financing Sources	125,846	39,395	0	0	0
Transfers from Funds	0	10,199	0	0	0
Total Other Financing Sources	\$125,846	\$49,594	\$3,106,746	\$0	\$0
Total Revenues & Other Financing Sources	\$11,610,995	\$12,002,893	\$16,257,823	\$14,899,139	\$16,034,211
Expenditures					
Personnel Services	3,542,134	3,506,669	3,701,943	3,753,694	3,937,999
Purchased Prof & Tech Services	152,838	57,846	584,250	155,500	155,500
Purchased Property Services	2,094,115	1,787,254	6,326,584	2,443,971	2,670,051
Other Purchased Services	71,027	107,282	156,823	183,301	193,595
Supplies	2,481,061	2,981,505	3,676,590	4,214,924	4,266,508
Capital Outlay	525,151	332,004	718,407	204,708	269,766
Other	2,078,207	2,355,538	15,000	0	0
Total Expenditures	\$10,944,534	\$11,128,098	\$15,179,597	\$10,956,098	\$11,493,419
Other Financing Uses					
Debt & Other Uses	3,046,558	2,667,211	2,841,915	3,366,706	3,921,743
Transfers Out	151,838	58,095	84,658	382,779	401,876
Total Other Financing Uses	\$3,198,396	\$2,725,306	\$2,926,573	\$3,749,485	\$4,323,619
Total Expenditures & Other Financing Use	\$14,142,930	\$13,853,405	\$18,106,170	\$14,705,583	\$15,817,038
Net Change in Fund Balance	(\$2,531,935)	(\$1,850,512)	(\$1,848,347)	\$193,556	\$217,173
Net Adjustments to GAAP	\$2,899,919	\$2,656,088	\$1,684,457	\$937,485	\$1,685,746
Ending Fund Balance	\$12,140,815	\$12,946,391	\$12,782,501	\$13,913,542	\$15,816,461

Frozen Appropriations not included in this Fund Statement

SELF INSURANCE FUND - 602

COMPARATIVE BUDGET STATEMENT

	ACTUAL 2020	ACTUAL 2021	BUDGET 2022	BUDGET 2023	BUDGET 2024
Beginning Fund Balance	\$1,754,271	\$793,441	(\$247,672)	(\$221,151)	\$345,176
Revenues					
Fees-General Government	3,113,331	3,827,179	5,994,165	6,828,522	7,201,041
Interest Revenue	63,432	(15,687)	21,105	29,725	31,086
Other Miscellaneous	64,786	229,111	0	0	0
Total Revenues	\$3,241,548	\$4,040,603	\$6,015,270	\$6,858,247	\$7,232,127
Other Financing Sources					
Transfers from Funds	1,935,779	1,691,054	1,466,659	1,927,316	1,994,886
Total Other Financing Sources	\$1,935,779	\$1,691,054	\$1,466,659	\$1,927,316	\$1,994,886
Total Revenues & Other Financing Sources	\$5,177,327	\$5,731,657	\$7,481,929	\$8,785,563	\$9,227,013
Expenditures					
Salaries & Wages	626,757	647,753	760,972	821,977	858,971
Benefits	166,596	183,727	232,714	243,446	254,871
Other Personnel Costs	80	0	(29,811)	(28,635)	(30,184)
Professional & Technical	154,017	146,314	232,864	262,960	267,307
Other Prof & Tech Services	3,232	0	0	20,000	20,000
Cleaning Services	12,391	10,821	9,373	4,160	4,243
Repair & Maintenance Services	25,266	18,799	55,175	39,664	40,458
Insurance	4,596,525	5,422,909	5,743,578	6,358,526	6,707,033
Communication Services	12,747	12,074	16,000	16,640	16,973
Internal Admin Services	756	559	800	0	0
Employee Travel	1,341	726	15,500	16,120	16,442
Other Purchased Services	17,105	13,771	18,081	18,616	18,988
Office & Related Supplies	8,518	31,683	19,500	21,112	21,535
Health & Safety Supplies	86,323	62,919	140,734	153,320	156,387
Other Supplies	10,558	648	13,000	13,520	13,791
Total Expenditures	\$5,722,213	\$6,552,702	\$7,228,479	\$7,961,426	\$8,366,815
Other Financing Uses					
Transfers to Funds	415,943	220,068	226,928	257,810	265,781
Total Other Financing Uses	\$415,943	\$220,068	\$226,928	\$257,810	\$265,781
Total Expenditures & Other Financing Use	\$6,138,157	\$6,772,770	\$7,455,407	\$8,219,236	\$8,632,596
Net Change in Fund Balance	(\$960,830)	(\$1,041,114)	\$26,522	\$566,327	\$594,417
Ending Fund Balance	\$793,441	(\$247,672)	(\$221,151)	\$345,176	\$939,593

Frozen Appropriations not included in this Fund Statement

DATA & COMMUNICATIONS FUND - 603

COMPARATIVE BUDGET STATEMENT

	ACTUAL 2020	ACTUAL 2021	BUDGET 2022	BUDGET 2023	BUDGET 2024
Beginning Fund Balance	\$3,393,758	\$3,045,365	\$2,758,393	\$1,697,232	\$1,595,232
Revenues					
Fees-General Government	1,918,139	2,068,274	2,183,805	2,072,075	2,173,169
Interest Revenue	59,868	(18,668)	24,844	40,205	42,047
Other Miscellaneous	0	0	0	0	0
Total Revenues	\$1,978,008	\$2,049,606	\$2,208,649	\$2,112,280	\$2,215,216
Other Financing Sources					
Transfers from Funds	7,913,583	7,725,845	8,793,319	10,537,911	11,161,179
Total Other Financing Sources	\$7,913,583	\$7,725,845	\$8,793,319	\$10,537,911	\$11,161,179
Total Revenues & Other Financing Sources	\$9,891,591	\$9,775,451	\$11,001,968	\$12,650,191	\$13,376,395
Expenditures					
Salaries & Wages	4,366,006	3,807,725	4,470,821	4,949,889	5,188,676
Benefits	1,043,253	946,187	1,247,886	1,374,201	1,442,221
Other Personnel Costs	2,446	5,047	(123,855)	(251,392)	(263,660)
Professional & Technical	256,694	428,795	372,061	123,000	148,000
Governmental Services	493	0	0	0	0
Other Prof & Tech Services	253,366	20,507	898,086	507,500	207,500
Cleaning Services	634	3,456	0	0	0
Repair & Maintenance Services	2,444,332	2,559,742	3,002,603	3,313,121	3,470,580
Communication Services	449,077	350,632	414,395	368,800	380,000
Internal Admin Services	3,540	3,182	4,361	0	0
Employee Travel	31,461	16,620	85,400	90,550	90,550
Other Purchased Services	22,505	6,990	9,776	4,200	4,200
Vehicle & Equipment Supplies	245	41	0	0	0
Land & Building Maint Supplies	301	0	0	0	0
Office & Related Supplies	1,230,291	775,273	955,427	1,229,490	1,810,050
Health & Safety Supplies	0	328	0	0	0
Other Supplies	8,414	8,552	8,650	5,150	5,150
Infrastructure	0	0	0	125,000	125,000
Vehicles & Equipment	121,943	208,640	465,963	0	0
Depreciation	207,399	219,114	0	0	0
Total Expenditures	\$10,442,398	\$9,360,831	\$11,811,573	\$11,839,509	\$12,608,267
Other Financing Uses					
Transfers to Funds	247,521	722,219	507,556	810,682	1,534,702
Total Other Financing Uses	\$247,521	\$722,219	\$507,556	\$810,682	\$1,534,702
Total Expenditures & Other Financing Use	\$10,689,919	\$10,083,050	\$12,319,129	\$12,650,191	\$14,142,969
Net Change in Fund Balance	(\$798,328)	(\$307,600)	(\$1,317,161)	\$0	(\$766,574)
Net Adjustment to GAAP	\$449,935	\$20,627	\$256,000	(\$102,000)	(\$107,000)
Ending Fund Balance	\$3,045,365	\$2,758,393	\$1,697,232	\$1,595,232	\$721,658

Frozen Appropriations not included in this Fund Statement

BENEFITS FUND - 604

COMPARATIVE BUDGET STATEMENT

	ACTUAL 2020	ACTUAL 2021	BUDGET 2022	BUDGET 2023	BUDGET 2024
Beginning Fund Balance	\$15,206,839	\$15,047,039	\$15,979,919	\$11,960,805	\$10,171,261
Revenues					
Charges for Service	32,394,833	31,807,878	33,455,574	35,520,488	37,844,770
Earnings on Investments	306,774	(100,277)	122,838	212,599	222,336
Miscellaneous	82,010	15	80,000	0	0
Total Revenues	\$32,783,617	\$31,707,615	\$33,658,412	\$35,733,087	\$38,067,106
Total Revenues & Other Financing Sources	\$32,783,617	\$31,707,615	\$33,658,412	\$35,733,087	\$38,067,106
Expenditures					
Personnel Services	1,181,568	1,226,367	1,330,266	1,403,913	1,450,683
Purchased Prof & Tech Services	1,321,844	1,364,865	1,251,578	1,147,482	1,171,387
Purchased Property Services	9,221	7,225	8,473	5,200	5,200
Other Purchased Services	30,415,319	28,168,635	35,070,660	34,957,936	37,807,757
Supplies	15,464	7,642	16,550	8,100	8,100
Capital Outlay	0	0	0	0	0
Total Expenditures	\$32,943,417	\$30,774,735	\$37,677,526	\$37,522,631	\$40,443,127
Other Financing Uses					
Total Other Financing Uses	\$0	\$0	\$0	\$0	\$0
Total Expenditures & Other Financing Use	\$32,943,417	\$30,774,735	\$37,677,526	\$37,522,631	\$40,443,127
Net Change in Fund Balance	(\$159,800)	\$932,881	(\$4,019,114)	(\$1,789,544)	(\$2,376,021)
Ending Fund Balance	\$15,047,039	\$15,979,919	\$11,960,805	\$10,171,261	\$7,795,240

Frozen Appropriations not included in this Fund Statement

UTILITY CS&A FUND - 605

COMPARATIVE BUDGET STATEMENT

	ACTUAL 2020	ACTUAL 2021	BUDGET 2022	BUDGET 2023	BUDGET 2024
Beginning Fund Balance	\$137,475	\$1,413,699	\$1,491,788	(\$3,280)	(\$305,784)
Revenues					
Fees-General Government	17,365,287	16,275,021	17,708,096	20,511,996	21,261,996
Fees-Planning and Development	0	0	0	0	0
Interest Revenue	44,308	(20,777)	14,817	33,566	35,103
Contributions & Donations	0	25,000	0	0	0
Non Operating	687,972	913,700	1,110,000	905,000	905,000
Other Miscellaneous	104,826	87,982	80,000	80,000	75,000
Total Revenues	\$18,202,393	\$17,280,925	\$18,912,913	\$21,530,562	\$22,277,099
Other Financing Sources					
Other Financing Sources	0	7,302	0	0	0
Transfers from Funds	390,867	717,567	647,440	1,322,010	1,367,662
Total Other Financing Sources	\$390,867	\$724,869	\$647,440	\$1,322,010	\$1,367,662
Total Revenues & Other Financing Sources	\$18,593,260	\$18,005,795	\$19,560,353	\$22,852,572	\$23,644,761
Expenditures					
Salaries & Wages	8,182,357	7,882,011	8,932,640	10,009,559	10,449,626
Benefits	2,285,971	2,125,143	2,865,641	3,159,063	3,302,104
Other Personnel Costs	6,141	4,968	(331,135)	(458,734)	(480,704)
Professional & Technical	1,174,253	2,124,747	2,270,512	2,655,269	2,775,079
Other Prof & Tech Services	230,237	272,410	239,091	239,940	282,000
Utility Services	178,654	190,082	214,838	219,580	219,580
Cleaning Services	157,154	200,115	232,851	251,710	261,193
Repair & Maintenance Services	1,648,329	1,541,661	2,249,410	2,548,266	2,794,023
Rental Services	46,817	32,678	65,476	61,750	61,750
Construction Services	0	82	31,600	0	0
Other Property Services	2,078	1,274	1,500	1,000	1,000
Insurance	14,957	11,081	12,304	10,812	10,911
Communication Services	301,751	301,566	313,837	317,544	323,144
Internal Admin Services	198,087	177,674	180,407	201,830	206,876
Employee Travel	8,174	12,069	142,940	155,590	161,590
Other Purchased Services	475,247	464,696	564,100	553,400	573,400
Vehicle & Equipment Supplies	30,952	52,218	39,692	79,225	80,188
Land & Building Maint Supplies	28,946	32,702	25,700	31,900	31,900
Infrastructure Maint Supplies	102	0	0	0	0
Utility Supplies	1,162	2,301	3,150	3,150	3,150
Office & Related Supplies	79,227	50,513	192,866	126,555	117,055
Health & Safety Supplies	4,691	15,970	10,880	11,900	11,900
Other Supplies	55,399	65,074	129,950	139,075	134,275
Buildings	0	0	0	2,500	2,500
Vehicles & Equipment	43,524	193,549	815,409	236,830	66,255
Depreciation	122,021	101,815	0	0	0
Grants	5,500	25,000	10,000	10,000	10,000
Other	0	0	100,000	100,000	100,000
Total Expenditures	\$15,281,730	\$15,881,400	\$19,313,659	\$20,667,714	\$21,498,795
Other Financing Uses					
Transfers to Funds	2,047,006	2,122,567	2,326,660	2,620,692	2,823,424
Total Other Financing Uses	\$2,047,006	\$2,122,567	\$2,326,660	\$2,620,692	\$2,823,424
Total Expenditures & Other Financing Use	\$17,328,736	\$18,003,967	\$21,640,319	\$23,288,406	\$24,322,219
Net Change in Fund Balance	\$1,264,524	\$1,827	(\$2,079,966)	(\$435,834)	(\$677,458)
Net Adjustments to GAAP	\$11,700	\$76,261	\$584,898	\$133,330	(\$39,245)
Ending Fund Balance	\$1,413,699	\$1,491,788	(\$3,280)	(\$305,784)	(\$1,022,487)

Frozen Appropriations not included in this Fund Statement

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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 for specific purposes up to a specific dollar amount. For lapsing/operating fund budgets, appropriations lapse at the end of each fiscal year. For non-lapsing/project funds appropriations do not lapse but continue in force until fully expended or until the purpose for which they were granted has been accomplished, abandoned, or revised by the City Council.

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.

ARPA

Federal American Rescue Plan Act (ARPA) funds are an important funding source to support the implementation of the City's Recovery Plan. Remaining funds were allocated through Council appropriation in May 2022 and in the 2023-2024 Budget.

BART

Budget Analysis and Reporting Tool. Software developed internally by City staff and supported by external vendor 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.

BFO Team

Group of employees (could include residents) 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.

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)

Budgeting for outcomes is a form of priority based budgeting where spending is linked to overall community results. Instead of the traditional approach to budgeting that begins with last year's budget, the starting point for the budget process becomes setting priorities and establishing the amount of revenue available for achieving those priorities. The budget process shifts from paying for costs to buying results. We ask "What's the best way to produce the most value with the dollars we have?" 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.

Community Capital Improvement Program (CCIP) Tax

Fort Collins has had a dedicated tax for capital projects since 1973. The tax and the term have varied over the years. The tax initiative, currently known as the Community Capital Improvement Program (CCIP), was renewed in April 2015 and expires December 31, 2025. CCIP, formerly known as Building on Basics, is dedicated to community improvements. Project highlights using this funding from 2019-2020 include Bus stop improvements, Bicycle infrastructure improvements, Linden Street renovation, Nature in the City, and numerous improvements to streets.

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.

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 description of services, programs or initiatives that will produce a desired result provided by a service provider. Multiple similar offers can be bundled within a package, but each offer is independently evaluated if it will be bought or not.

Offer Type

Offers are separated into 1 of 8 types, which helps to compare like offers across the Outcomes.

- **Capital Project:** An Offer for 1) new design and/or construction, 2) expansion of existing assets, or 3) renovation of an existing 'vertical' asset, like a building. Would also include improvements to existing assets that bring the asset to modern design standards. Offers of this Type need to indicate it is a Capital Project in the Offer Narrative and are likely applicable to APP.
- **Asset Management:** An Offer for existing asset inventory as it relates to life cycle costs and future needs. Ideally, this is supported by an Asset Management Plan or a Replacement Schedule. Offers for Major Repair, Replacement, or Maintenance over \$20k should use this Offer Type. Would also include renewing existing assets to current regulatory standards.
 - Examples include: Parks life cycle equipment and horizontal assets like roads, pipes, cables, duct banks, etc.
- **Enhancement:** Either 1) a new program/service/FTE or 2) an increased level of service for an existing program/service beyond inflation that requires additional ongoing funding.
- **1-Time Enhancement:** A new program/service or contractual FTE that requires one-time funding.
- **Continuing Enhancement:** An Enhancement Offer approved in the last budget cycle.
- **Ongoing:** Anything else not described in the other Offer Types - existing programs/services at the same level of service currently being provided to the community.
- **Reduction:** Either 1) the elimination of or 2) reduced level of service for an existing program/service/FTE.
- **Redeploy:** These are 'net zero' Offers that propose to shift budget from one program or service to a different one of higher priority that directly supports a Council Priority Dashboard item or a current Strategic Objective. The budget associated with the program or service proposed to be stopped should be included in an Ongoing Offer.

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

The City of Fort Collins works to continuously improve seven key Outcome areas: Neighborhood Livability and Social Health, Culture and Recreation, Economic Health, Environmental Health, Safe Community, Transportation and Mobility, and High Performing Government. The City budget is divided among these seven areas, and revenue is allocated to support policies and initiatives that drive improvement in outcomes.

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.

Quality Measure

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

Ranking 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 are not (unfunded).

Recovery Plan

In collaboration with the community, the City of Fort Collins has created a Recovery Plan to guide long-term response and rebuilding from the COVID-19 pandemic. The pandemic revealed and elevated systemic inequities in Fort Collins, and many parts of the community are still struggling. Work remains around healing, inclusion and resilience to move Fort Collins toward a vibrant future. This plan seeks to leverage this historic opportunity to make bold, long-term investments to achieve recovery.

Reserve

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

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.

City of Fort Collins Debt Position

Debt Policy Highlights

The City Council updated the debt policy in November 2013 through Resolution 2013-093. The policy was reviewed by the Council Finance Committee (CFC) in November 2016, but no changes were recommended by staff or made by CFC. The next review of the policy will occur in the fall of 2022.

Purpose and Uses of Debt

Long term obligations should only be used to finance larger capital acquisitions and/or construction costs that are for high priority projects. Debt will not be used for operating purposes. Debt financing of capital improvements and equipment will be done only when the following conditions exist:

- a) When non-continuous projects (those not requiring continuous annual appropriations) are desired;
- b) When it can be determined that future users will receive a significant benefit from the improvement;
- c) When it is necessary to provide critical basic services to residents and taxpayers (for example, purchase of water rights);
- d) When total debt, including that issued by overlapping governmental entities, does not constitute an unreasonable burden to the residents and taxpayers.

Debt Limitations and Capacity

Debt capacity will be evaluated by the annual dollar amount paid and the total amount outstanding with the goal to maintain the City's overall issuer rating at the very highest rating, Aaa. Parameters are different for Governmental Funds, Enterprise Funds, and Related Agencies.

- a) Governmental Funds—Annual debt service (principal and interest) will not exceed 5% of annual revenues. For calculation, revenues will not include internal charges, transfers and large one-time grants. Outstanding debt in relation to population and assessed value will also be monitored.
- b) Enterprise Funds—Each fund is unique and will be evaluated independently. Each fund's debt will be managed to maintain a credit score of at least an A rating. These funds typically issue revenue bonds and investors closely watch revenue coverage ratio. Coverage ratios are published in the City's audited Comprehensive Annual Financial Statement.
- c) Related Agencies—Each agency will be evaluated independently, taking into account City Charter, State statutes, market conditions and financial feasibility.

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 major rating services are Standard & Poor's, Moody's Investors Service and Fitch Ratings.

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:

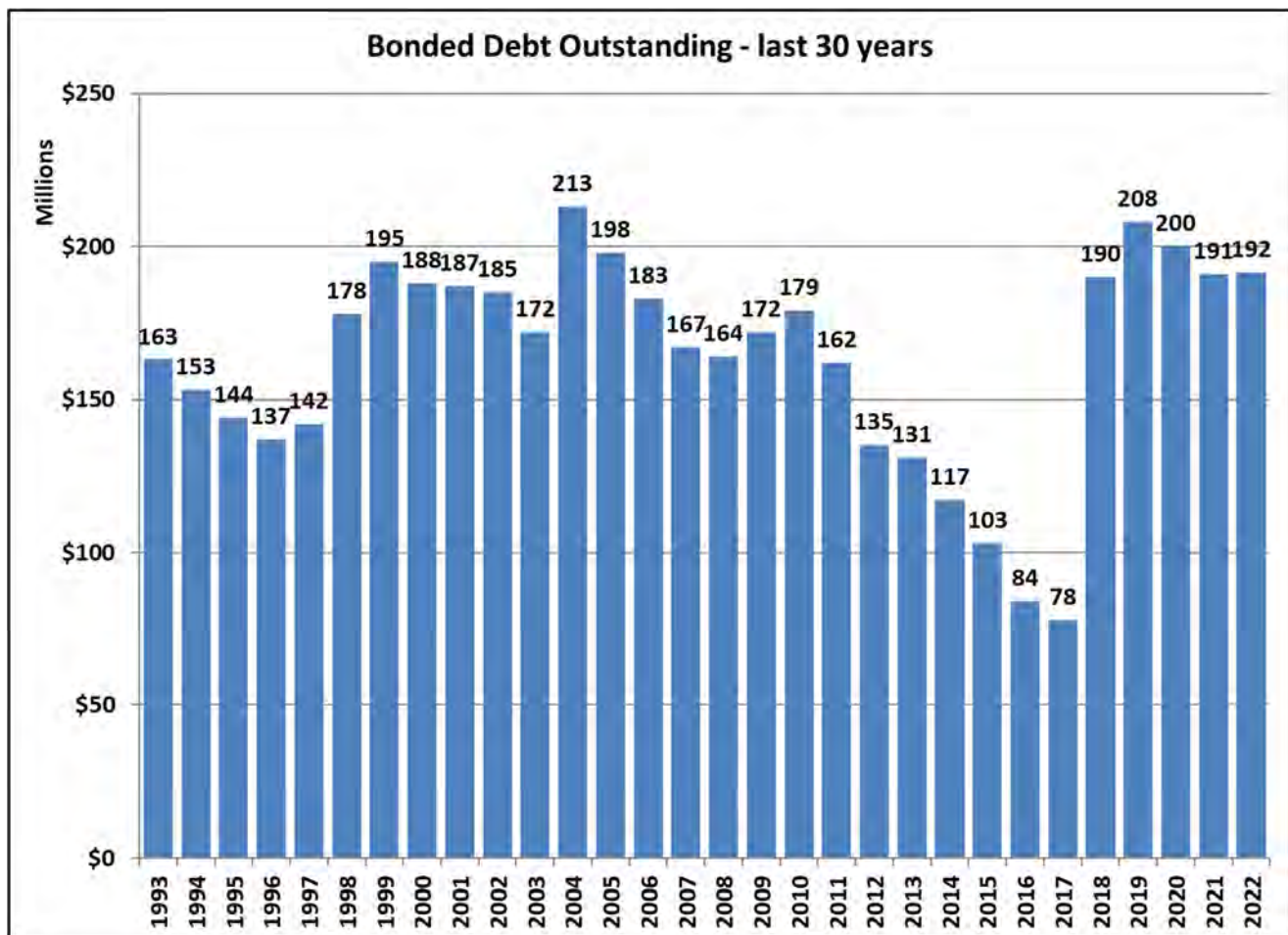
	Moody's	Standard & Poor's	Fitch
Certificates of Participation	Aa1	No rating	No rating
Light & Power Revenue Bonds	No rating	AA-	AA-
Water Revenue Bonds	No rating	AAA	No rating
Sewer Revenue Bonds (Wastewater)	Aa1	AAA	AAA
Storm Drainage Revenue Bonds	No rating	AA+	No rating

Most Recent Bond Activity

In 2022 the City issued Lease Certificates of Participation to support the installation of a new irrigation system at Southridge Golf course and the construction of two garage bays at the City's fleet maintenance facility. The original balance was \$7,355,000 with a net interest cost of 3.26% for 15 years.

Outstanding Debt

Debt Summary						
excludes lease to own equipment and DDA related debt						\$ in 000s
Date Issued	Date Matures	Original Amount	Term	Debt Issued	Outstanding 12/31/21	Debt Service 2021
2001	2021	\$ 890	20	2001 ALP's (governmental portion)	\$ 0	\$ 67
2012	2026	34,395	14	2012 COP's (refunded 2004)	9,625	2,072
2017	2027	8,425	10	2017 COP's	5,290	961
2019	2038	23,865	20	2019 COP's	21,245	1,688
2018	2042	98,320	25	2018A Light & Power Revenue Bond	84,945	4,194
2018	2031	44,690	13	2018B Light & Power Revenue Bond	44,690	1,634
2003	2030	2,476	27	2003 Water Revenue Bond	654	188
2016	2028	18,795	12	2016 Wastewater Revenue Bond	14,125	2,214
2001	2021	9,845	20	2001 Storm Drainage Revenue Bond	0	372
2011	2022	8,515	11	2011 Storm Drainage Revenue Bond	895	919
2001	2021	2,830	20	2001 ALP's (golf portion)	0	215
2013	2029	11,085	16	2013 URA Revenue Bond	5,660	949
2019	2036	4,990	17	2019 URA Revenue Bond	4,320	370
		<u>269,121</u>			<u>191,449</u>	<u>15,843</u>
<i>2009</i>	<i>2029</i>	<i>5,304</i>	<i>20</i>	<i>RMI2 (advance from City)</i>	<i>954</i>	<i>320</i>
		<u>5,304</u>			<u>954</u>	<u>320</u>
Total		<u>\$ 274,425</u>			<u>\$ 192,404</u>	<u>\$ 16,163</u>



Possible Debt Activity in the Near Future

In later 2022 or early 2023 the City anticipates issuing debt to finance Hughes land acquisition. The City will also issue a new revenue bond for stormwater projects with the existing bond paid off in 2022. The city is exploring the use of debt financing for necessary remodels on certain Operation Services buildings, however, still needs to determine the best vehicle to use for these financings.

Lease Purchase Agreements

From time to time the City finances certain equipment by using lease-purchase financing. The agreements are limited to five-year terms and the assets acquired have a life that meets or exceeds that term. This disclosure is required by CRS § 29-1-103.

Lease-Purchase Agreements Personal Property: Future Obligations by Year

\$ 000s

Agreement Year	2023	2024	2025	2026	Total
2018 A	267				267
2019 A	759	379			1,138
2020 A	340	340	170		850
2021 A	607	607	607	303	2,124
	\$ 1,973	\$ 1,326	\$ 777	\$ 303	\$ 4,379

CAPITAL IMPROVEMENT PLAN

In April 2015, the voters of Fort Collins passed a 10-year, quarter-cent (0.25%) tax renewal dedicated to community improvements called the Community Capital Improvement Program ("CCIP"). The projects identified for the CCIP tax, along with some initial operation and maintenance costs, went into effect January 1, 2016, and will expire on December 31, 2025. The goal of CCIP is to provide funding for some of the City's highest priority capital projects. Like previous capital improvement plans, the City used an extensive public engagement process, conducting a series of meetings to solicit public feedback and input from City boards and commissions, along with several City Council Work Sessions. As a result of this input, the final list of projects was developed prior to voting and was included as part of the ballot language.

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 capital improvement expansion fee and provides funding for acquisition and development of neighborhood parks, as well as park capital improvements. The Conservation Trust Fund is funded through Colorado State Lottery revenue and is restricted by City Council to financing capital projects which relate to the acquisition and development of open space and trails, as well as part of the operations and maintenance of those systems.

In addition to the City's dedicated quarter-cent sales and use tax for CCIP mentioned above, City Council adopted Ordinance No. 51, 1996 in May of 1996, which established capital improvement expansion fees for library, community parkland, police, fire, and general government services. The purpose of these expansion fees (sometimes called "impact fees") is to have a mechanism whereby developers pay for 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 helps the City to ensure that new areas of development does not have a negative impact on the City's ability to provide infrastructure to those areas.

Capital improvements associated with the City's Light & Power, Water, Wastewater, and Stormwater utilities are budgeted within each respective enterprise fund. A combination of revenue from utility fees, bond proceeds, and Plant Investment Fees (PIFs – which apply to all development served by Fort Collins Utilities) are used to fund utility capital projects. Those projects provide improvements to the City's electrical, water, and wastewater systems, as well as 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 2023-24. While the budget is normally 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-cycle" (outside of BFO) 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 a '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 charges, 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 and eventual appropriation 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 enter into obligations. 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 on second reading.

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 to be 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 or other funds to be received in 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, adopting legislation that established and created the Art in Public Places (APP) program. All requests submitted to the City Council for capital project appropriations 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 ensures 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 & Facilities Fund.

Proprietary fund contributions (from one of the City's Utility funds) toward APP works of art, are budgeted within the appropriate proprietary fund, rather than the Cultural Services & Facilities Fund. Proprietary funds also pay their share of APP maintenance, administration, repair, and display costs annually as a transfer to the APP program in the Cultural Services & Facilities Fund. The total amount of *annual* contributions to the APP program for each Utility fund is limited to one-half percent (0.50%) of the budgeted operating revenue in each Utility fund for that fiscal year.

2023-2024 Citywide Art in Public Places (APP) Contribution Budget

Funding Source	2023 Budget	2024 Budget
Capital Projects Fund	\$49,081	\$59,119
Conservation Trust Fund	\$22,222	\$5,520
Neighborhood Parkland Fund	\$30,212	\$30,212
Transportation Fund	\$2,500	\$0
Subtotal of Governmental APP Contribution Budget	\$104,015	\$94,851
Light & Power Fund	\$52,230	\$52,230
Stormwater Fund	\$51,200	\$51,200
Wastewater Fund	\$44,000	\$44,000
Water Fund	\$73,640	\$73,640
Subtotal of Utilities APP Contribution Budget	\$221,070	\$221,070
Total Citywide APP Contribution Budget	\$325,085	\$315,921

NOTE: The total contribution for APP in 2023-2024 will not match the total of the APP offers submitted in the Budget due to APP Reserves being utilized for funding.

CAPITAL PROJECTS SUMMARY

By Fund

The following schedule summarizes the 2023- 24 budgeted capital project offers by Fund and Outcome. This amount reflects individual funded capital project offers, not the total amount of capital included in the budget.

2023	Culture & Recreation	Economic Health	Environmental Health	Safe Community	Transportation & Mobility	Total
FUND EXPENDITURES						
Multiple Utilities		\$508,000				\$508,000
Conservation Trust Fund	\$2,516,404					\$2,516,404
Neighborhood Parkland Fund	\$3,798,469					\$3,798,469
Capital Projects Fund	\$758,838		\$650,000		\$4,150,000	\$5,558,838
Light & Power Fund		\$2,351,500	\$275,000			\$2,626,500
Water Fund			\$2,089,196	\$16,000,000		\$18,089,196
Transportation Fund			\$250,000			\$250,000
Stormwater Fund				\$0		\$0
Total Citywide Capital	\$7,073,711	\$2,859,500	\$3,264,196	\$16,000,000	\$4,150,000	\$33,347,407

2024	Culture & Recreation	Economic Health	Environmental Health	Safe Community	Transportation & Mobility	Total
FUND EXPENDITURES						
Multiple Utilities		\$0				\$0
Conservation Trust Fund	\$800,763					\$800,763
Neighborhood Parkland Fund	\$3,832,614					\$3,832,614
Capital Projects Fund	\$113,773		\$100,000		\$5,700,000	\$5,913,773
Light & Power Fund		\$2,760,000	\$455,000			\$3,215,000
Water Fund			\$0	\$10,400,000		\$10,400,000
Transportation Fund			\$0			\$0
Stormwater Fund				\$250,000		\$250,000
Total Citywide Capital	\$4,747,150	\$2,760,000	\$555,000	\$10,650,000	\$5,700,000	\$24,412,150

CAPITAL PROJECTS 2023-24

By Outcome

Offer #		2023	2024
CULTURE & RECREATION			
60.1	Recreational Trail Development	\$2,516,404	800,763
60.2	Neighborhood Park Development	3,798,469	3,832,614
60.3	Community Park Development	758,838	113,773
TOTAL CULTURE & RECREATION		\$7,073,711	\$4,747,150
ECONOMIC HEALTH			
2.13	Utilities: Light & Power - Extend Circuit 638 to serve new load and provide contingency for Circuit 608	\$465,000	0
2.14	Utilities: Light & Power - Install Circuit 628 to serve new load north of Mt Vista and Turnberry	0	1,730,000
2.15	Utilities: Light & Power - Advanced Metering Infrastructure Equipment and Technology Upgrade - Phase 3	508,000	0
2.16	Utilities: Light & Power - Utility Network Migration & ADMS Enhancements	830,000	250,000
2.18	Utilities: Light & Power - Disaster Recovery Site Improvements - Phase 2	256,500	0
2.19	Utilities: Light & Power - System Relocations Due to Road, Intersection, and Alley Improvements	400,000	400,000
2.25	Utilities: Light & Power - Asset Register and Work Management System Upgrades	400,000	380,000
TOTAL ECONOMIC HEALTH		\$2,859,500	\$2,760,000
ENVIRONMENTAL HEALTH			
1.8	Utilities: Light & Power - Grid Integrated Water Heater Installations	\$175,000	355,000
1.9	Utilities: Light & Power - Direct Install Demand Response T-stat Replacement	100,000	100,000
1.45	Environmental Learning Center Flow Restoration Project	2,089,196	0
75.1	Landfill Groundwater Remediation IGA	650,000	100,000
79.1	Hoffman Mill Scale House Renovation	250,000	0
TOTAL ENVIRONMENTAL HEALTH		\$3,264,196	\$555,000
SAFE COMMUNITY			
4.21	Utilities: Water - Halligan Project Additional Capital Funding for Continued Permitting and Design	\$16,000,000	8,000,000
4.32	Utilities: Water - Joe Wright Reservoir - Water Control Gate Replacement	0	2,400,000
4.52	Poudre River Flow Consolidation Upstream of College Avenue - Conceptual Design	0	250,000
TOTAL SAFE COMMUNITY		\$16,000,000	\$10,650,000
TRANSPORTATION			
25.4	CCIP - Arterial Intersections	\$800,000	1,200,000
25.5	CCIP - Pedestrian Sidewalk - ADA	1,500,000	2,400,000
25.11	CCIP Bike/Pedestrian Grade-Separated Crossing Fund	800,000	1,200,000
25.19	Siphon Bicycle/Pedestrian Overpass (Construction)	450,000	0
27.5	CCIP - Bicycle Infrastructure	500,000	800,000
51.34	CCIP - ADA Bus Stop Improvements	100,000	100,000
TOTAL TRANSPORTATION		\$4,150,000	\$5,700,000
TOTAL CAPITAL PROJECTS		\$33,347,407	\$24,412,150
<i>Utilities</i>		<i>\$19,134,500</i>	<i>\$13,965,000</i>
<i>All Other Service Areas</i>		<i>\$14,212,907</i>	<i>\$10,447,150</i>

*Note: The Offers listed above include all expenses associated with the capital project, which may be greater than the portion of the project which will be 'capitalized' based on federal accounting standards.

6.1 Light & Power Payments and Transfers**2023 - \$20,195,564****2024 - \$20,950,370**

Funding this offer will allow the required payments and transfers in the Light & Power Fund to be made including:

- * Payment in lieu of taxes (PILOTs).
- * Transfer to the General Fund for administrative services, risk management, debt service.
- * Light & Power's portion of shared services provided by the Utilities Customer Services & Administrative Fund (CS&A).

Other, smaller annual payments are to the Office of Emergency Management, supplemental payment to the General Employees Retirement Plan, and bad debt expense.

PILOTs are mandated and set by City Council by ordinance at an amount equal to 6% of the Utilities' operating revenues from the sale of electricity. The payment compensates the General Fund for the revenue it would receive if the Utility were privately owned. In addition to this cash payment, the Utility operates and maintains the City's street lighting system at no cost to the City General Fund. This is a non cash contribution.

The administrative transfer to the General Fund pays for administrative services provided to Light & Power including finance, purchasing, and human resources.

Payments to the self-insurance fund include charges for employee liability, automobile liability, and comprehensive, collision and physical property insurance.

Utilities customer service and administration is provided to all four utilities by the CS&A Fund, an internal service fund. A wide range of services are provided by the employees and programs of CS&A including: customer service, billing, collection, limited meter reading, customer and employee relations, the executive director's office, safety and security, utilities finance and budget, asset management, information technology, regulatory and government affairs, and building and grounds maintenance.

6.2 Water Payments & Transfers**2023 - \$9,451,511****2024 - \$9,787,641**

This offer includes the payments and transfers made from the Water Fund including: Payment in Lieu of Taxes (PILOT) 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.

6.3 Wastewater Payments and Transfers**2023 - \$8,868,851****2024 - \$9,140,580**

This package includes the payments and transfers made from the Wastewater Fund including: Payment in Lieu of Taxes (PILOT) 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.

6.4 Stormwater Payments & Transfers**2023 - \$5,589,452****2024 - \$5,583,129**

This offer includes payments and transfers in the Stormwater Fund including: transfer to the General Fund for administrative services, risk management, debt service, payment to Boxelder Basin Regional Stormwater Authority (BBRSA) for service and system development, and Stormwater's portion of shared services provided by the Utilities Customer & Administrative Services Fund (CS&A). Other smaller transfers include supplemental payment to the General Employees Retirement Plan, payment for investment services, and bad debt expense. Since there are not for profit taxable utilities who provide stormwater services, the Stormwater Utility does not pay payment in lieu of taxes (PILOT).

The transfer to the General Fund pays for administrative services provided to Stormwater including finance, purchasing, human resources, City Manager, and City Attorney.

Payments to the self insurance fund include charges for employee liability insurance, comprehensive and collision

automobile liability insurance, and administrative costs.

BBRSA payment is in compliance with the intergovernmental agreement (IGA) and funds the design, construction and maintenance of regional stormwater improvements to address flood mitigation and protection within the Boxelder and Cooper Slough stormwater drainage basins.

Utilities Customer Service & Administration is provided to all four utilities by the CS&A Fund, an internal service fund. A wide range of services are provided by the employees and programs of CS&A including: customer service, billing, collection, customer connections, the executive director's office, workforce culture, utilities finance and budget, asset management, information technology, environmental regulatory affairs, and building and grounds maintenance.

6.5	Customer Service & Administration Payments & Transfers	2023 - \$319,378
		2024 - \$324,523

This offer includes payments and transfers in the Customer Service & Administration Fund including: transfer to the General Fund for administrative services, risk management. Other smaller transfers include supplemental payment to the General Employees Retirement Plan, payment for investment services, and bad debt expense.

The transfer to the General Fund pays for administrative services provided including finance, purchasing, and human resources.

Payments to the self insurance fund include charges for employee liability insurance, comprehensive and collision automobile liability insurance, and administrative costs.

6.6	Utility Funds Transfers to the General Fund	2023 - \$814,652
		2024 - \$854,959

Transfers from the Utility funds for:

L&P: Offers #73.1, 28.2 & 30.1

Water: Offers #73.1, 28.2 & 30.1

WW: Offers #73.1 & 30.1

SW: Offers 73.1, 30.1 & 66.2

CSA: Offer #73.1, 33.11 & 32.16

6.7	Utility Funds Transfers to other Funds (not General Fund)	2023 - \$1,499,692
		2024 - \$1,269,885

Water to Offer 3.13

WW to Offer 1.45 & 3.13

SW to Offer 7.4, 7.7 & 3.13

37.1	General Fund Off the Top: Insurance & SRM Admin charge	2023 - \$2,221,521
		2024 - \$2,307,199

This offer funds the General Fund allocation of:

- self insurance fees - other personnel costs, Employees Liability Insurance, Auto Insurance, and Physical Property Insurance.

- SRM Admin charge

37.2	General Employee's Retirement Plan & General Fund GERP Supplemental	2023 - \$6,829,844
		2024 - \$7,134,844

The General Employees' Retirement Plan is a defined benefit 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).

- GERP Supplemental contributions. Expense numbers are included in the budget manual.

37.3	Debt Service - Capital Leasing	2023 - \$6,544,794
		2024 - \$6,536,882

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 lease certificates of participation and assignment of lease payments. Maturity dates vary from 2026 to 2038.

Debt outstanding to be serviced by this offer includes:

2022 COP. Anticipated issuance is in July 2022. This will finance the purchase of the Hughes stadium property, irrigation system at Southridge, and a shop expansion for operation services at 800 Wood. The debt service is split amongst the General, Natural Areas, Golf, and Equipment Funds. Estimated debt service is \$1,895,000 per year.

2019 COP. Issued in 2019 to finance construction work at I-25/Prospect interchange and a Police Regional Training facility in conjunction with the City of Loveland. Issued with a net interest cost of 3.02% at a par amount of \$23,865,000. The final payment will occur in December 2038. In 2023 payments will be \$1,689,181 and in 2024 payments will be \$1,688,931.

2017 COP. Issued in 2017 to purchase top 2 floors of Firehouse Alley Parking Structure. \$8.4 million at 2.48% for 10-year term, average annual payments of \$960,000. Final payment occurs July 15, 2027. The DDA is contributing \$300,000 a year towards the debt service beginning in 2019.

2012 Lease Certificates of Participation refunded the 2004 Lease Certificates of Participation (4.5-5.0%), originally issued \$48,650,000, matures in 2026. The original proceeds were used to acquire land and construct a new central police services building, construct a storage facility for deicing materials, and purchase land for the Soapstone naturals area. The 2012 Refunding Bonds were issued in October 2012 at a new interest rate of 1.82% while maintaining the same maturity date in 2026. Payments in 2023 are \$2,072,000 and \$2,066,000 in 2022.

37.4 General Fund Non-Departmental: Other (Property Tax, Contingency) 2023 - \$760,000 2024 - \$760,000

This offer funds Other Non-Departmental expenses such as Contingency, Community Opportunities and County Fees for property tax collections.

38.1 General Fund Support to Various Funds for Operations and Debt Service 2023 - \$43,888,435 2024 - \$45,957,743

This offer provides a General Fund subsidy to various funds. The amounts were determined by submitting offers in the BFO competitive process. Funds receiving support are the following: Cultural Services, Recreation, Cemetery, Museum, Transit, Transportation, Parking, Capital Leasing, Data & Communications, Utilities Customer Service & Administration, Water and Equipment.

38.2 Capital Expansion Fund Transfers - Police and General Government Interest 2023 - \$758,838 2024 - \$113,773

This offer enters Capital Expansion Fund transfers to Neighborhood Parkland for offers: 60.3

Police Cap Exp Ongoing Fees cover only a portion of the debt service, so the remainder comes from reserves.

General Government Admin fees is transferred to the General Fund and is NOT a criss-cross transfer since no offer directly uses the funding. Revenue string is 2500.459020 and 1000.491250. Do not allocate the funds to the Transfers Outcome, let it flow to fund balance.

38.3 Transfers to the General Fund 2023 - \$1,515,041 2024 - \$1,773,929

These are transfers from non-Utility funds to the General Fund generally for specific programs or purpose. The Utility funds transfers to the General Fund are in offer 6.5.

GID transfer for Downtown Landscaping (55.1)
KFCG Reserves funding multiple offers (35.11, 28.10 & 31.7)
Parks funding from Con Trust (54.15)
272 paying towards offer #61.1
290 paying for Fin Analyst (78.1)
292 paying for Fin Analyst (78.1)
294 paying for Fin Analyst (78.1)
Golf paying towards offer #61.1
Equipment paying towards offer #15.5
603 paying towards offer #23.22

38.4 Sales & Use Tax Fund Transfer (to Natural Areas) 2023 - \$10,441,753**2024 - \$10,670,330**

The Sales and Use Tax Fund is a depository for the 1/4 cent tax for Natural Areas. This Offer transfers the Natural Areas tax revenue to the Natural Areas fund for specific programs.

38.5 Transfers to the Capital Projects Fund 2023 - \$4,025,000**2024 - \$3,025,000**

General Fund support to Capital Projects Fund:
Offers #25.2, 25.6 & 75.1

Fund 250 to Capital Projects:
Offer #60.3

Fund 292 to Capital Projects:
Offer #7.1

38.7 Community Capital Improvement Program (CCIP) O&M 2023 - \$88,000**2024 - \$48,000**

This information can be found in the Budget Manual.

Community Capital Improvement Program O&M transfers for 2023-24:
Gardens on Spring Creek Visitor's Center
Carnegie Building Renovation
Linden St. Renovation
Willow Street Improvements

38.8 Community Capital Improvement Program (CCIP) - Transfer to Capital Projects 2023 - \$4,000,000**2024 - \$6,100,000**

This Offer is for the transfer from Fund 255-Community Capital Improvement Program (CCIP) to the 400-Capital Projects Fund for the capital of the 2023-24 CCIP projects:

Arterial Intersection Improvements
Bicycle Infrastructure Improvements
Bike/Ped Grade Separated Crossing Fund
Bus Stop Improvements
Nature in the City
Pedestrian Sidewalk / ADA-Compliance

38.9 Transfers between Funds (not General Fund) 2023 - \$3,876,923**2024 - \$2,204,784**

These are transfers from one fund to another for programs.

The 2023-24 Offers are:
KFCG to Offer #43.16, 43.27, 79.1, 7.2 & 25.19
Neighborhood Parkland to Offer #4.17
Natural Areas to Offers #4.17 & 1.45
Perpetual Care to Offer #57.1
Transportation to Offer #1.23
Equipment to Offer #1.23
Self-Insurance to Offer #1.23

40.1 Downtown Development Authority: Operating & Capital 2023 - \$25,428,441**2024 - \$25,429,365**

The Fort Collins Downtown Development Authority (DDA) was created in 1981, according to Colorado Revised Statutes 31-25-804, 1973, as amended, for the purpose of planning and implementing projects and programs within the boundaries of the DDA. By state statute the purpose of the ad valorem tax levied on all real and personal property in the Downtown development district, not to exceed five mills, shall be for the budgeted operations of the authority. Additionally, the DDA and the City adopted a Plan of Development that specifies the projects and programs the DDA would undertake. In order to carry out the purposes of the state statute and the Plan of Development, the City, on behalf

of the DDA, has issued various debts, which require debt servicing.

62.1

Debt Service & Transfer Payments

2023 - \$13,438,899

2024 - \$18,135,248

This offer supports the debt service payments for the original bonds as well as repayment and interest back to L&P for the additional borrowing. The remainder of the offer supports the PILOT fee, admin services to GF, and the transfer of funds back to CS&A for Connexion Customer Support.

62.2

Utilities: Connexion Transfer to the General Fund

2023 - \$93,991

2024 - \$95,760

Transfer from Broadband Fund to the General Fund for:

Offer #'s 73.1 & 20.2

77.1

Skyview South GID #15 Budget Offer

2023 - \$1,000

2024 - \$1,000

This Offer will appropriate \$1,000 for the 2023-24 fiscal year to pay the Larimer County Treasurer's fee for collecting GID #15 property taxes.

Property Taxes

MILL LEVY FROM DIRECT AND OVERLAPPING GOVERNMENTS APPLICABLE TO MOST PROPERTIES LOCATED IN THE CITY ⁽¹⁾

Levy Year ⁽²⁾	City	Larimer County	Poudre School District	Poudre River Library District	Poudre Health Services District	N. Colorado Water Conservancy Dist. & Other	Total
2012	9.797	22.472	54.686	3.000	2.167	1.142	93.264
2013	9.797	22.424	52.763	3.013	2.167	1.142	91.306
2014	9.797	22.459	52.630	3.024	2.167	1.142	91.219
2015	9.797	22.553	52.630	3.016	2.167	1.142	91.305
2016	9.797	21.882	52.630	3.000	2.167	1.142	90.618
2017	9.797	22.521	52.630	3.034	2.167	1.142	91.291
2018	9.797	22.092	52.630	3.000	2.167	1.142	90.828
2019	9.797	21.863	56.000	3.000	2.167	1.142	93.969
2020	9.797	22.458	55.000	3.000	2.167	1.142	93.564
2021	9.797	22.458	55.000	3.000	2.167	1.142	93.564
2022	9.797	22.425	54.207	3.017	2.167	1.142	92.755

CITY PROPERTY TAX LEVIES AND VALUES

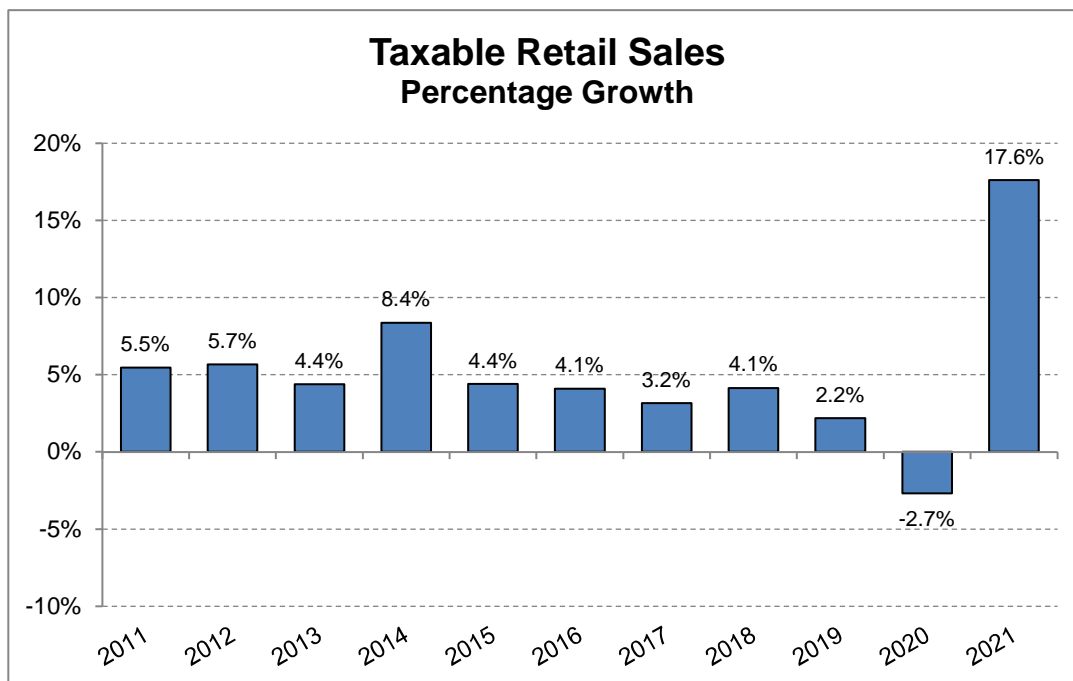
Levy Year	Total Tax Levy	Estimated Actual Value
2011	\$17,556,604	\$14,456,329,831
2012	\$17,586,486	\$14,268,842,320
2013	\$18,464,343	\$15,013,427,383
2014	\$18,950,031	\$15,339,147,544
2015	\$21,843,126	\$17,965,282,461
2016	\$22,611,497	\$18,344,283,981
2017	\$25,286,424	\$22,505,745,100
2018	\$25,496,697	\$23,173,621,200
2019	\$28,856,406	\$27,160,096,714
2020	\$28,797,573	\$27,397,017,060
2021	\$29,779,714	\$28,604,273,280

(1) Source: Larimer County Assessor's Office

(2) Collection year follows the levy year.

SALES AND USE TAX COLLECTIONS

Year	Taxable Retail Sales (\$ in millions)	Sales Tax	Use Tax	Total
2011	\$2,310.9	\$81,995,073	\$12,909,017	\$94,904,090
2012	\$2,441.7	\$88,280,920	\$19,277,142	\$107,558,062
2013	\$2,548.9	\$92,134,251	\$17,983,860	\$110,118,111
2014	\$2,761.9	\$99,847,163	\$26,186,283	\$126,033,446
2015	\$2,883.7	\$104,713,889	\$28,864,372	\$133,578,261
2016	\$3,001.7	\$109,314,929	\$26,694,521	\$136,009,450
2017	\$3,096.8	\$111,908,047	\$23,486,299	\$135,394,346
2018	\$3,225.1	\$115,962,691	\$22,451,059	\$138,413,750
2019	\$3,295.5	\$119,213,796	\$22,253,396	\$141,467,192
2020	\$3,206.6	\$115,234,386	\$20,020,218	\$135,254,604
2021	\$3,771.1	\$137,910,207	\$20,990,056	\$158,900,263



HISTORY OF SALES AND USE TAX RATES

Year	Sales & Use Tax (1)	Capital Improve-ments (2)	KFCG (3)	Total City Sales & Use Tax	Larimer County Tax	State Tax	Total All Taxes
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
2015	2.25	0.75	0.85	3.85	0.65	2.90	7.40
2016	2.25	0.75	0.85	3.85	0.65	2.90	7.40
2017	2.25	0.75	0.85	3.85	0.65	2.90	7.40
2018	2.25	0.75	0.85	3.85	0.55	2.90	7.30
2019	2.25	0.75	0.85	3.85	0.80	2.90	7.55
2020	2.25	0.75	0.85	3.85	0.80	2.90	7.55
2021	3.10	0.75	0.00	3.85	0.80	2.90	7.55
2022	3.10	0.75	0.00	3.85	0.80	2.90	7.55

(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. On February 5, 2019, City Council referred a ballot measure regarding Keep Fort Collins Great revenue replacement to the April 2, 2019 ballot. Fort Collins voters passed the ballot by 61%. This measure continued the .85% tax by increasing the on-going tax rate by .60% and adding a renewable .25% tax through 2030.

(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 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.

At the April 7, 2015 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, 2016 through December 31, 2025. In addition, voters approved the extension of the .25% tax financing the Building on Basics Capital Improvement Plan projects to fund capital projects in the Community Capital Improvement Plan. The extension went into effect on January 1, 2016, and is due to expire on December 31, 2025.

(3) Keep Fort Collins Great (KFCG) tax rate (0.85%) - On November 2, 2010 the voters approved a .85% increase beginning January 2011, which sunset on December 31, 2020.

User Fee Highlights for 2023-24

Community Development & Neighborhood Services / Engineering (CDNS) – No proposed changes for 2023-24.

Transit – No proposed changes for 2023-24.

Parking Services – No proposed changes for 2023-24.

Streets – Proposing slight increase to most fees.

Traffic Operations – No proposed changes for 2023-24.

Recreation Programs & Facilities –

- *Recreation Programs*- Proposing moderate fee increases to numerous recreation programs. Adult Kickball Leagues are proposing substantial increases in 2023 and 2024. The increases being proposed are to keep up with rising costs (inflation, minimum wages, & other costs).
- *Recreation Passes & Daily Fees*- Proposing slight increases to numerous fees. The increases being proposed are to keep up with rising costs (inflation, minimum wages, & other costs).
- *Recreation Facility Rentals*- No proposed changes for 2023-24.

Parks – Proposing increases to most fees. Fees are increasing due to the rising costs of service delivery, which primarily due to rising labor costs.

Parks: Outdoor Sports Facilities – Proposing moderate increases in most fees. Proposed increases are being driven by increase in the cost of labor.

Cemetery Fund & Perpetual Care – Automatically increased by Denver-Lakewood-Aurora (Formerly Denver/ Boulder CPI) 2021-2022 CPI of 7.9% in 2023. 2024 CPI of 3.0% is an estimate. Not required to go to Council every year.

Golf –Numerous fee increases are being proposed due to increased usage and costs. Golf's typical fee assessment schedule, which is a 3-year rotation: year one, green fees; year two, carts; and year three, driving range has been unable to keep pace with rising usage and cost.

Natural Areas – Proposed \$1 increase in Vehicle Pass fee at Gateway Park.

Cultural Services & Facilities

- *Lincoln Center* – Proposing Increases to various space rentals (for both Non-Profit and Standard Fees).
- *Gardens on Spring Creek* – Has proposed three increases in 2023 to the wedding packages at Great Lawn & Everitt Pavilion, Rock Garden, and Undaunted Garden.
- *Carnegie Center for Creativity* – No proposed changes for 2023-24.

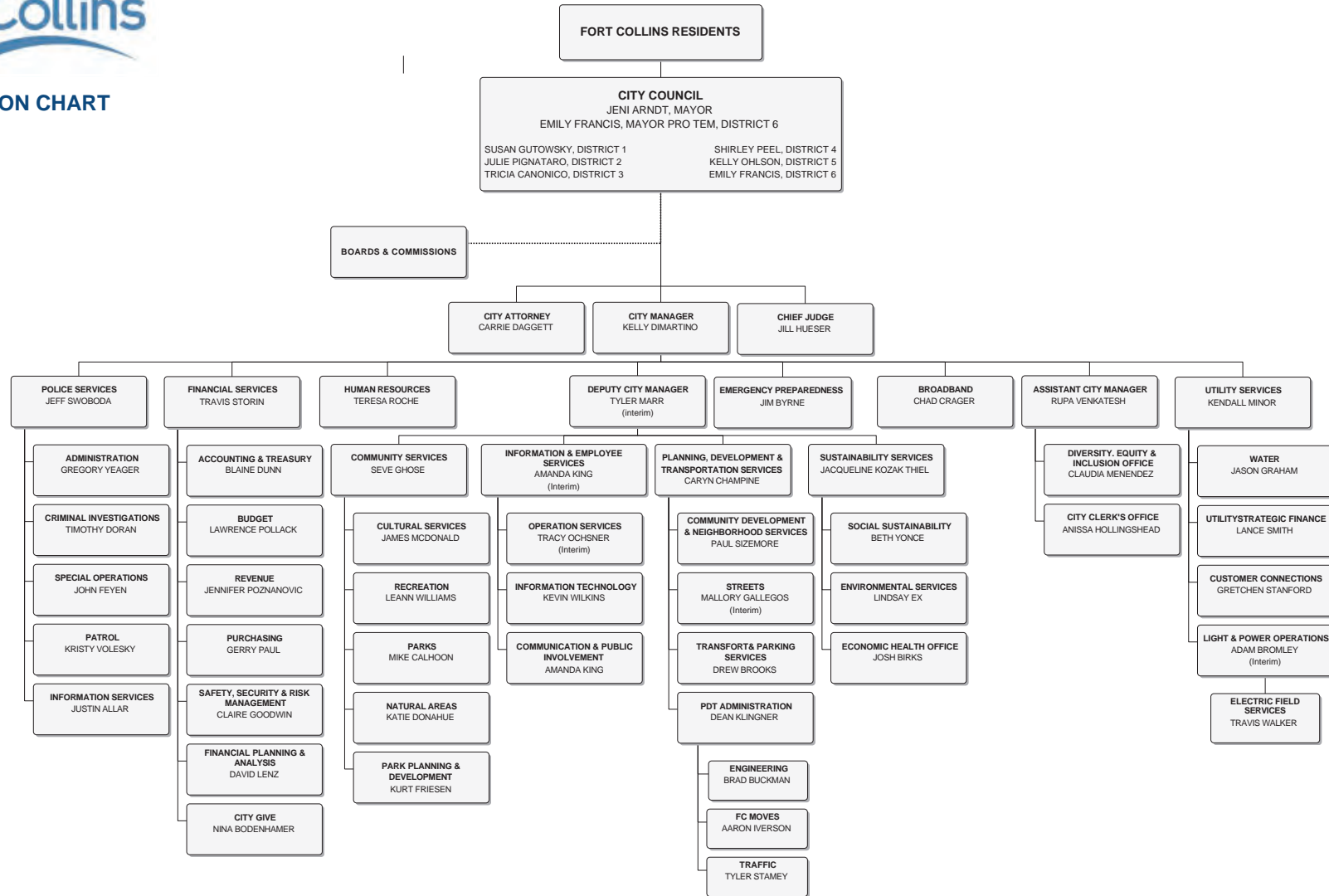
City Clerk – Marijuana Fees are proposed to increase in 2023-2024 by the 2020-21 Denver- Lakewood- Aurora CPI rate of 3.54%. Marijuana fee reduction for social equity were added in 2022 signed by interim city manager 2/9/22.

Police Services – No proposed changes for 2023-24.

Information Technology – GIS: Map and Data CD Fees are proposed to increase in 2023 with no changes proposed in 2024.



ORGANIZATION CHART





INTERNATIONAL CITY/COUNTY
MANAGEMENT ASSOCIATION

This
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for exceeding the standards established by the International City/County Management Association in the identification and public reporting of key outcome measures, surveying of both residents and employees, and the pervasiveness of performance management in the organization's culture.

Presented in conjunction with the
107th ICMA Annual Conference

October 4, 2021

A handwritten signature in black ink, appearing to read "Marc A. Ott".

Marc A. Ott
ICMA Executive Director

A handwritten signature in black ink, appearing to read "James Malloy".

James Malloy
ICMA President