

2015-2016



Biennial Budget



January 2015

2015–2016



Adopted Biennial Budget

MAYOR AND CITY COUNCIL

Karen Weitkunat, Mayor
Gerry Horak, Mayor Pro Tem
Bob Overbeck
Lisa Poppaw
Gino Campana
Wade Troxell
Ross Cunniff

CITY MANAGER

Darin Atteberry

CHIEF FINANCIAL OFFICER

Mike Beckstead

BUDGET AND PERFORMANCE

MEASUREMENT MANAGER

Lawrence Pollack

INQUIRIES REGARDING THE ADOPTED 2015-2016 BIENNIAL BUDGET FOR THE CITY OF FORT COLLINS, OR REQUESTS FOR MAILING, SHOULD BE DIRECTED TO:

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

(970) 416-2439

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

ACKNOWLEDGEMENTS

Special recognition is given to the following individuals for their assistance and energy in the preparation of the adopted 2015-2016 Biennial Budget document:

Senior Budget & Research Analyst Dee Toplyn
Senior Budget & Research Analyst Chris Martinez
Budget & Research Analyst.. Rachel Rogers
Graphics Specialist. John Robson

SERVICE AREA DIRECTORS:

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

Special acknowledgement is given to Rachel Springob, Marija Balich-Wilson, Jamie Heckman, Eric Bergersen and Dave Larson for their efforts in enhancing and supporting the Budget Analysis and Reporting Tool (BART) and associated reports used during the Budgeting for Outcomes process.

Thanks to Brenda Ehleiter and Steve Engemoen for their work on the compensation components of the 2015-2016 budget.

And large thanks go to those who participated on the BFO Teams, as well as the department and division heads, and budget liaisons. Their efforts were tremendous in the development of the Adopted 2015-2016 Biennial Budget.

TABLE OF CONTENTS

Introduction	1
Budget Terms	3
Fort Collins Facts	10
Organization Chart	13
Budget Overview	
City Manager's Budget Message & Overview	15
2015 Appropriation Ordinances	31
2016 Proposed Appropriations	45
Summary Statements	50
Employee - FTE schedules	56
Allocations by Result	58
What a Property Owner Pays	60
Community & Neighborhood Livability	
Outcome Overview	61
Ranking Platform	64
Offer Summaries	71
Culture & Recreation	
Outcome Overview	89
Ranking Platform	92
Offer Summaries	102
Economic Health	
Outcome Overview	127
Ranking Platform	130
Offer Summaries	139
Environmental Health	
Outcome Overview	161
Ranking Platform	164
Offer Summaries	174
Safe Community	
Outcome Overview	199
Ranking Platform	202
Offer Summaries	215

TABLE OF CONTENTS

Transportation	
Outcome Overview	247
Ranking Platform	250
Offer Summaries	267
High Performing Government	
Outcome Overview	313
Ranking Platform	316
Offer Summaries	329
Fund Statements	365
Debt Position	423
Capital Budget	429
Appendix	
Offer Recap.....	438
Property Taxes	440
Sales & Use Taxes	441
User Fee Highlights	443
ICMA Award	445

THIS PAGE INTENTIONALLY LEFT BLANK



Financial Services
215 North Mason Street
PO Box 580
Fort Collins, CO 80522
970.416.2439
fcgov.com/budget

BUDGET PROCESS AND BASIS

The City Budget

The City provides a wide variety of services to over 155,000 residents. Municipal services are financed through a variety of taxes, fees, charges for service, and intergovernmental assistance. In order to plan for the delivery of effective services and efficiently manage the revenues which support those services, the City adopts a budget or financial plan.

Direction for the budget comes from many distinct sources. The State Constitution and the City Charter provide the basic legal requirements and time lines for the process. Council goals and public input provide the policy direction to respond to the needs of the community. This is represented by the City's Strategic Plan, which is the guiding document for the various budget requests to be considered in the budget process.

The fiscal year of the City is the calendar year. By Charter, the City may adopt budgets for a budget term of one or more fiscal year(s). Council has approved a two year budget term and adopted the biennial budget for the years 2015 and 2016. Even though the budget is adopted for a two-year term, the State and City Charter require that prior to each fiscal year; an appropriation ordinance must be adopted to authorize budgeted expenditures for the coming fiscal year.

Budget Process

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

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

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

The City's 2015-2016 Biennial Budget was prepared using Budgeting for Outcomes (BFO)

For the 6th time the City has used a budgeting process called Budgeting for Outcomes (BFO). This process is a recommended best practice by the Government Finance Officers Association (GFOA). It is a systematic process driven by goals and performance, to provide information that relates



budgeting to planning and results. Its purpose is to better align the services delivered by the City with the things that are most important to the community.

The process begins in March when 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 City's seven key strategic Outcomes.

In 2014, the City created its first Strategic Plan. This five-year view of the issues and opportunities facing the City and its residents was created based on inputs from City Council, substantial public engagement, and internal departments. The strategic plan becomes the directional basis for the various budget requests (a.k.a. Offers) the organization will submit for consideration in the budget.

From April through June, City staff from all departments and divisions (a.k.a. Sellers) prepares the Offers in response to the strategic plan. There is a much greater focus this year on including performance measures in the Offers. Many of these measures are included in management tools the City uses to monitor our progress toward defined targets and results. The first of these is the quarterly Community Dashboard that contains 38 high level, strategic metrics and can be viewed at www.fcgov.com/dashboard. The second is the internal quarterly BFO Scorecard which includes over 250 measures related to programs and services funded in the budget.

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

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

A 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, appropriate (authorize) expenditures for the following fiscal year.

There generally are two opportunities during the fiscal year for supplemental additions to the annual appropriation approved by Council. The first is usually adopted in March/April to re-appropriate funds from the previous years' ending balance for projects or obligations that were approved, but not completed during the year. The second opportunity in the 2nd half of the year is annual budget adjustment for the current fiscal year for previously unforeseen events. In addition, if revenue is received during the fiscal year from a source that was not anticipated at the time of budget adoption or appropriation for the fiscal year, such as grants or implementation of a new fee, Council may appropriate that unanticipated revenue for expenditure when received anytime during the year.

BUDGET TERMS

Accrual Basis

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

Administrative Charges

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

Ad Valorem Tax

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

Appropriation

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

Appropriation Ordinance

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

Assessed Valuation

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

Authority

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

BART

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

Benchmark

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

BFO Team

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

they match the request for offers.

Bond

Written promise to pay a specified sum of money, called the face value or principal, at a specified date or dates in the future, called the maturity date(s), together with periodic interest at a specified rate.

Budget

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

Budgeting for Outcomes (BFO)

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

Capital Outlay

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

Capital Improvement Program

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

Capital Project

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

Capital Projects Fund

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

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

Ordinance

A formal legislative enactment by the Council. If it is not in conflict with any higher form of law, such as a state statute or constitutional provision, it has the full force and effect of law within the boundaries of the city.

Outcome

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

Outcome Measure

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

Output Measure

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

Performance Measure

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

Personnel Services

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

PILOT (Payment in Lieu of Taxes)

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

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 will not.

Reserve

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

Result

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

Resources

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

Revised Budget

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

Seasonal Employee

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

Special Assessment

A levy made against certain properties to defray part or all of the cost of a specific improvement or service deemed to primarily benefit those properties.

Special Assessment Fund

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

Special Revenue Fund

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

Supplemental Requests

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

Tax Increment Financing (TIF)

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

Transfers

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

Unclassified Employee

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

Undesignated Fund Balance

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

User Fees

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

Fort Collins Facts

Overview

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

Location & Climate

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

General Population

- Fort Collins has a population of 155,400 residents (2014).
- The average annual population growth rate is 2.04 percent 2004–2014 (10 year average).
- There are 64,286 housing units in the city (2014).
- Median age is 27.3 (American Community Survey 2008–2012 5 year average).
- Median family income is \$53,359 (American Community Survey 2008–2012 5 year average).
- Education levels are high – 52.3 percent of the population have completed four or more years of college (American Community Survey, 2008-2012 5 year average).
- Colorado State University enrollment is 30,000 students (2014–2015).

Economy

- The Fort Collins unemployment rate is 3.8 percent (September 2014).
- The City/County/State has a combined sales tax rate of 7.4 percent.
- The City sales tax rate of 3.85 percent is among the lowest in Colorado.
- The residential property tax rate is 7.96 percent.
- The business property tax rate is 29 percent.

Parks, Recreation & Natural Areas

- The City maintains more than 900 acres of parks, 36,000 acres of natural areas, and 144 miles of recreational trails.
- There are three golf courses, a racquet center, four swimming pools, two ice rinks and a horticulture center.
- The Fort Collins Senior Center completed a \$6.8 million expansion in 2014. The remodeled center now features a fitness wing, wellness center and additional community rooms, in addition to a pool, spa, gymnasium, track, billiards, crafts and a community media center/library.
- The Northside Aztlan Community Center includes a triple gymnasium complex, elevated running track, fitness area, spinning studio, locker rooms, meeting space and kitchen.

Culture

- The Fort Collins Museum of Discovery is the first museum in the country to place exhibits in the context of both science and history through hands-on and artifact based experiences.
- The Lincoln Center hosts more than 300 performances annually, including professional theater, dance and music performances, as well as visual arts displays and children's programs.
- Hundreds of events are offered annually by CSU, more than 20 local theater and performing arts companies, and more than 20 fine arts galleries.

Utilities & Transportation

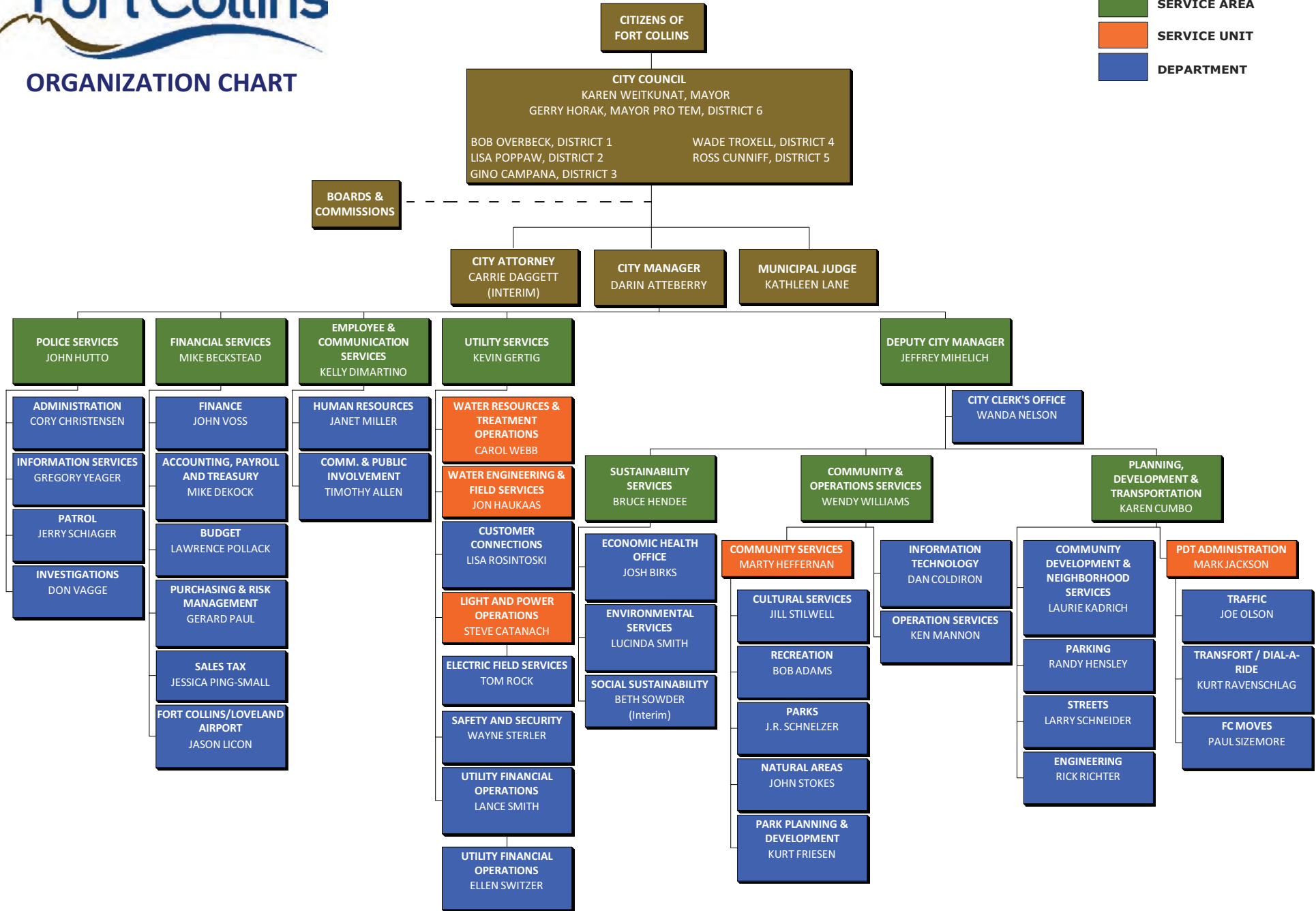
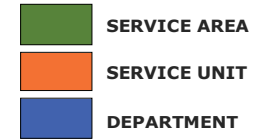
- Fort Collins provides electric, water, wastewater and stormwater utilities to customers.
- Fort Collins has the second-largest municipal electric system in Colorado, with electric rates ranking among the lowest in the state and in the nation.
- Fort Collins Utilities was first in Colorado and among the first in the county to offer wind energy to its customers.
- Fort Collins continually meets or surpasses all state and federal water quality standards.
- The City maintains a total of 556 street miles (2013).
- MAX Bus Rapid Transit system began service in May 2014. It was an \$87 million project and the largest infrastructure project in the history of Fort Collins.
- Fort Collins supports multiple transportation options, including more than 20 bus routes and more than 280 miles of on-street and off-street trails for pedestrians and bicycles.
- The Fort Collins-Loveland Municipal Airport is jointly owned by the cities of Fort Collins and Loveland. With more than 1,100 acres, the airport serves the private and corporate aviation needs of the Northern Front Range, as well as charter flights.

Honors & Awards

- Top-10 City in the 2014 Digital Cities Survey: Center for Digital Government's Digital Communities Program – November 2014
- Winner of the Outstanding Service to Environmental Education by an Organization at the Local Level Award: North American Association for Environmental Education (NAAEE) – November 2014
- No. 24 Best Place to Live: *Livability.com* – November 2014
- Finalist for the Best of the Web Awards: Center for Digital Government – October 2014
- No. 1 In The Country By Let's Move! For Healthy Efforts: National League of Cities – September 2014
- 10 Great College Towns to Retire To: *Kiplinger* – September 2014
- 9th Best Bike City: *Bicycling Magazine* – September 2014
- America's Safest Driving City: Allstate – August 2014
- America's Most Satisfied City: *Time* – May 2014
- Timberline Award: Rocky Mountain Performance Excellence – December 2013
- 2nd Best Place for Job Seekers in Colorado: *NerdWallet* – December 2013
- 2013 Best Towns in America: *Outside Magazine* – October 2013
- 7th on Best Places for Business and Careers: *Forbes* – August 2013
- 2nd on Top 10 Metro Areas for High-Tech Startup Density: Kauffman Foundation – August 2013
- Platinum Bicycle Friendly Community: League of American Bicyclists – May 2013
- Gold Level Certification: Solar Friendly Communities – April 2013
- 2012 Tree City USA: The Arbor Day Foundation – April 2013
- Robert Havlick Award for Innovation in Local Government recognizing the Sustainability Services Area formation: Alliance for Innovation – March 2013
- 4th Healthiest Mid-Size City in U.S.: 2012 Gallup-Healthways Survey – February 2013
- 2012 Project Award Winner, Reconstruction of the SH 392 & I-25 Interchange: American Public Works Association, Colorado Chapter – January 2013



ORGANIZATION CHART



THIS PAGE INTENTIONALLY LEFT BLANK



To Mayor Weitkunat & City Council Members:

It is my pleasure to present to you the 2015–2016 City of Fort Collins Biennial Budget. In 2014, the City again used the Budgeting for Outcomes (BFO) process. This is our sixth budget cycle using the BFO process which has a number of advantages over traditional budgeting approaches, including:

- Transparency of the choices regarding various programs and services that could be provided to the community;
- Allocation of revenues to the highest priorities citizens need and want;
- Robust citizen engagement where citizen input on what should and should not be funded is gathered through online tools as well as 20 plus events and meetings held across the community;
- Two citizen volunteers on each of our seven BFO Teams who bring the voice of citizens into the BFO Team decision process; and
- Broad discussions across the City staff resulting in greater accountability and improved understanding of City priorities

Strategic Outcomes and Results

The 2015-2016 Recommended Budget is reflective of, and responsive to, community needs and Council priorities which are reflected in the 2014 City Strategic Plan. Each of the seven Strategic Outcomes within the City Strategic Plan has multiple Strategic Objectives. These Strategic Objectives were the basis for determining which budget proposals are recommended for funding. A description of the Strategic Outcomes is provided below, and a list of the Strategic Objectives is summarized in each of the Outcome Overviews in this document.

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

City staff has made significant improvements with performance metrics since the last budget process. Most Offers included one or more metrics that will be used to evaluate the success of the Offer in 2015 & 2016. These metrics can be accessed by reviewing the

budget online and clicking on the hotlinks within each Offer. The quality of the metrics, combined with each Offer's impact in achieving the Strategic Objectives, were important factors for the original recommendations by the BFO Teams of which Offers to fund.

Budget Highlights

The 2015-2016 Budget aligns resources to provide quality ongoing services while maintaining a strong focus on efficiency and effectiveness. The budget includes key projects and initiatives that further our vision of being a world-class community.

The Keep Fort Collins Great (KFCG) tax measure passed by voters in 2010 has had a significant impact, providing \$24.5 million of 2015 revenue to maintain services such as police, fire, streets, transportation, parks, recreation, and other community priorities. The 2015-2016 Budget is consistent with the ballot language.

2014 was a year of strong Sales & Use Tax growth over 2013 with growth of 8.4% and 45.6% over the prior year, respectively. Staff forecasts continued annual sales tax growth of 3.0% and 2.5% in 2015 and 2016, respectively. 2016 includes the positive impact of the Foothills Mall. It is staff's intent to provide a forecast with a high probability of achievement to avoid mid-year funded program cuts in the event tax revenue comes in lower than anticipated. Additional tax revenue realized above the forecast will be added to fund balance and be available in the next budget cycle.

Financial highlights of the City Manager's Recommended Budget include:

- The City fiscal condition is healthy with adequate fund balances and strong Sales & Use tax growth generating unanticipated 2014 revenue above forecast that was utilized within the 2015-2016 budget.
- The total budget for all City funds for 2015 is \$556.5M and for 2016 is \$536.4M. This includes the appropriations for the Urban Renewal Authority and the General Improvement Districts #1 and #15.
- Staff has forecasted modest revenue growth for 2015-2016. Base economic growth in Sales Tax is projected to increase by 3.0% in 2015 and 2.50% in 2016 plus additional growth from the Foothills Mall in 2016 as discussed above. Use tax is projected at \$18.7M and \$15.1M for 2015 and 2016, respectively. The reduction in 2016 is due to the expiration of two dedicated ¼ cent tax rates.
- The use of General Fund reserves comes primarily from 2014 unanticipated revenue to support one-time projects. All fund balances exceed the minimum reserve policies established by City Council and as otherwise required by State law.
- Electric rates are proposed to increase 1.9% in both 2015 and 2016 entirely due to increased power supply costs from Platte River Power Authority.
- Wastewater rates are proposed to increase by 3.0% in both 2015 and 2016.
- No Water or Stormwater rate increases are proposed in this budget.

- Salary adjustments are planned based on a 2.0% increase in both 2015 and 2016. Actual salary adjustments will vary by staff based on performance and market.
- The net change in budgeted positions increases by 13.45 FTE. The 2015-16 budget includes a 23.2 FTE increase in 2015 with an additional 1.25 FTE in 2016. Nearly half of that staffing occurs in Police Services (6.0 FTE), Information Technology (2.75 FTE), and areas supporting sustainability (2.2 FTE). The remaining FTE increases support a broad spectrum of City services including safety, parks, asset and project management, as well as other community services. The net change of 13.45 FTE is derived by the addition of the 24.45 FTE just mentioned in conjunction with the elimination of 11.0 FTE positions effective January 1, 2015.

The 2015-2016 Budget Overview section that follows contains more detailed information about the budget assumptions used in developing the 2015-2016 Budget, as well as more detailed information about revenues which support this budget plan.

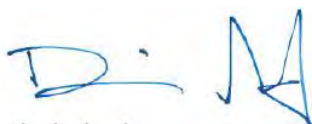
Operational highlights of the City Manager’s Recommended Budget include:

- A focus on maintaining high quality core services and improving the stewardship of City assets
- Investing in priority areas of
 - Neighborhood & Community Vitality
 - Environmental & Poudre River Restoration
 - Improving Transit & Mobility
 - Enhancing the City’s Sense of Place
 - Infrastructure Improvements
 - Improved Internal Systems & Leveraging Resources

This budget process was again challenging as we considered difficult trade-offs between many innovative ideas and enhanced service options. I believe the end product achieves a good balance across key Strategic Outcomes and delivers on the quality services that our community deserves and expects.

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

Respectfully submitted,



Darin A. Atteberry
City Manager

2015-2016 Budget Overview

Economic Outlook

The national economy has experienced a very slow recovery post the 2008 and 2009 recession. Growth has largely been positive but has not been as strong as in the recovery period of previous recessions. The outlook for U.S. growth remains cautiously positive with the Federal Reserve predicting moderate improvement for 2015. GDP is forecasted to grow at approximately 3% with inflation at about 2% for 2015 and 2016. The housing market is expected to continue to recover and, as the Feds continue to taper quantitative easing, interest rates are expected to rise modestly.

Northern Colorado's economy has generally outperformed the national economy with a lower unemployment rate and strong growth in jobs and the building sector. Continued growth is anticipated through 2016.

Locally, building permits in 2014 were 101% higher than in 2013. Fort Collins Use Tax receipts, which are a barometer for business investment, were at an all-time high of approximately \$26M in 2014, up from a low of \$8M in 2009. Local commercial and residential vacancy rates are at all-time lows creating significant building activity in both sectors. Local unemployment peaked in 2010 at 7.4%, declining to 2.3% as of November 2014. Population within the region and within Fort Collins continues to grow at approximately 2% a year. Currently the population in Fort Collins is just over 155,400 people, an increase of 7.9% since the 2010 US Census. Net taxable sales within Fort Collins have grown positively over the past four years; 2013 grew at a rate of 4.4% and 2014 grew at a rate of 8.4%.

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

The 2015-2016 Budget, therefore, includes modest assumptions for growth that reflect a cautiously positive outlook for the next two years. The budget assumes conditions will not worsen and moderate growth in economic activity during the two year budget period. This outlook is reflected in the assumptions used to estimate revenues as detailed below.

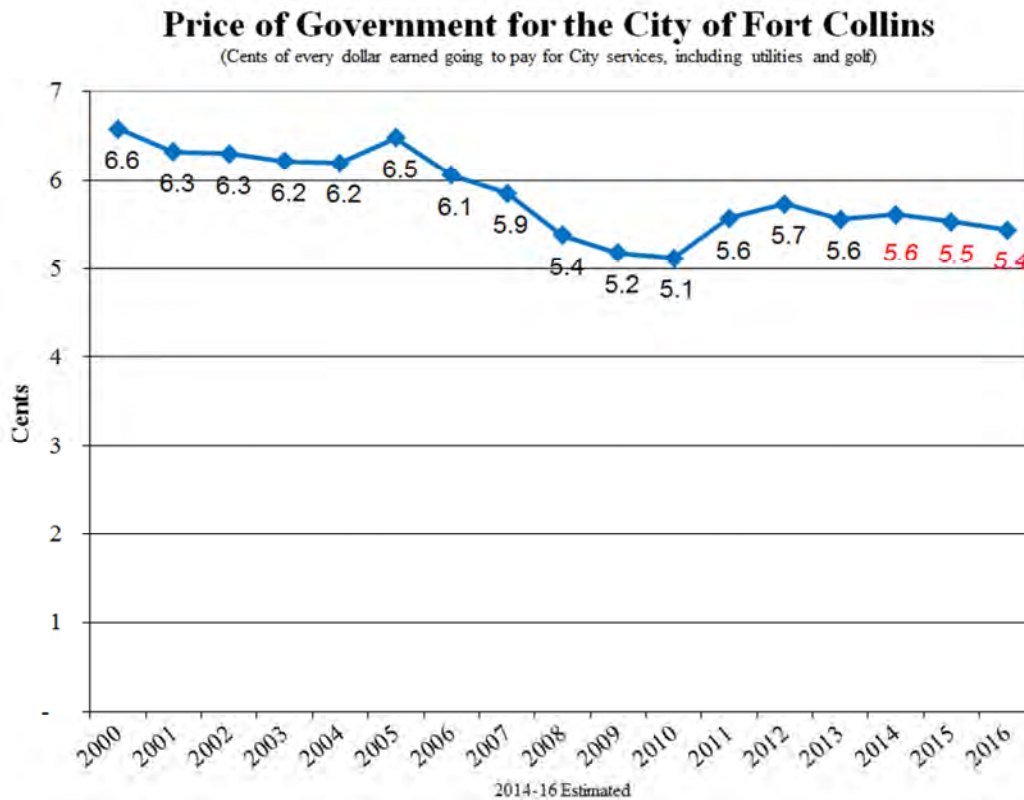
Price of Government

For the sixth time, the City has used a process known as Budgeting for Outcomes (BFO) to prepare the 2015-2016 City Manager's Recommended Budget. By utilizing Budgeting for Outcomes the organization addresses the fundamental question, "How can citizens get the most value for the taxes and fees they pay?"

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

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

In Fort Collins, citizens are projected to spend approximately 5.5 cents or less of each dollar earned on City services in 2015-16. The City’s focus on continuous improvement combined with prudent fiscal leadership has driven a 16-year trend where the price of government for our citizens has been declining and is now less than 6 cents.

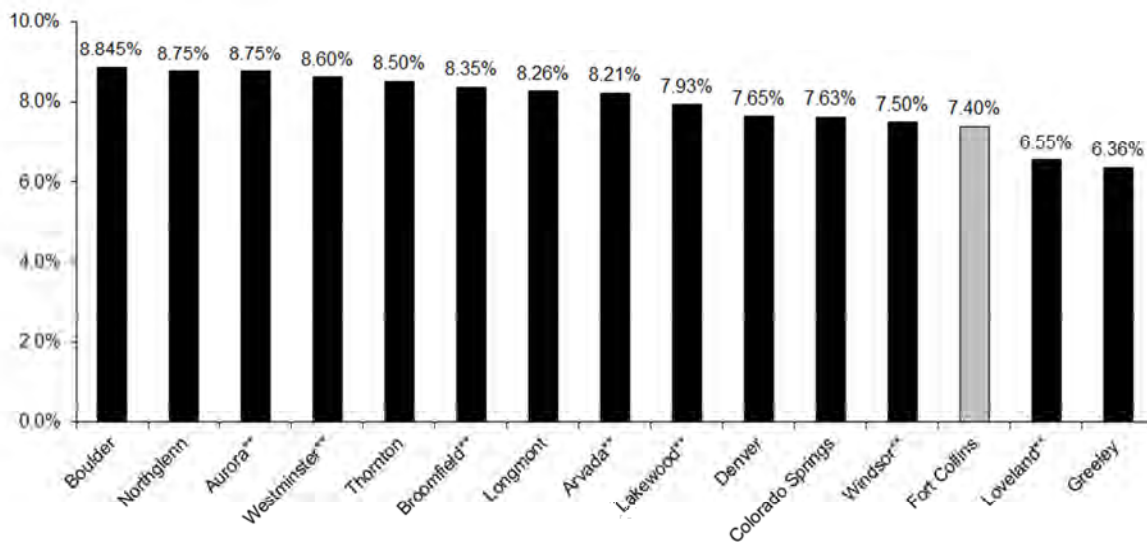


City services and facilities are supported by taxes and fees. While the types of taxes (sales, use and property) and fees (impact fees such as Parkland Development fees and user fees such as fees for a round of golf) vary, total Fort Collins taxes and fees compare favorably with other Colorado communities.

Sales Tax Rate Comparison

Of the rates and fees that are part of the Price of Government calculation, the combined sales and use tax generates 57% of governmental revenue (all revenue excluding utility revenue) in 2015. Fort Collins voters approved a 0.85% increase in the City sales tax rate in 2010 under an initiative called Keep Fort Collins Great (KFCG). The City sales tax rate increased from 3.0% to 3.85%. The overall sales tax rate in Fort Collins is 7.40% including the county and state sales tax rates. The following table shows the total sales tax rate of the City compared with other Front Range cities.

Total Sales Tax Rate Comparison*

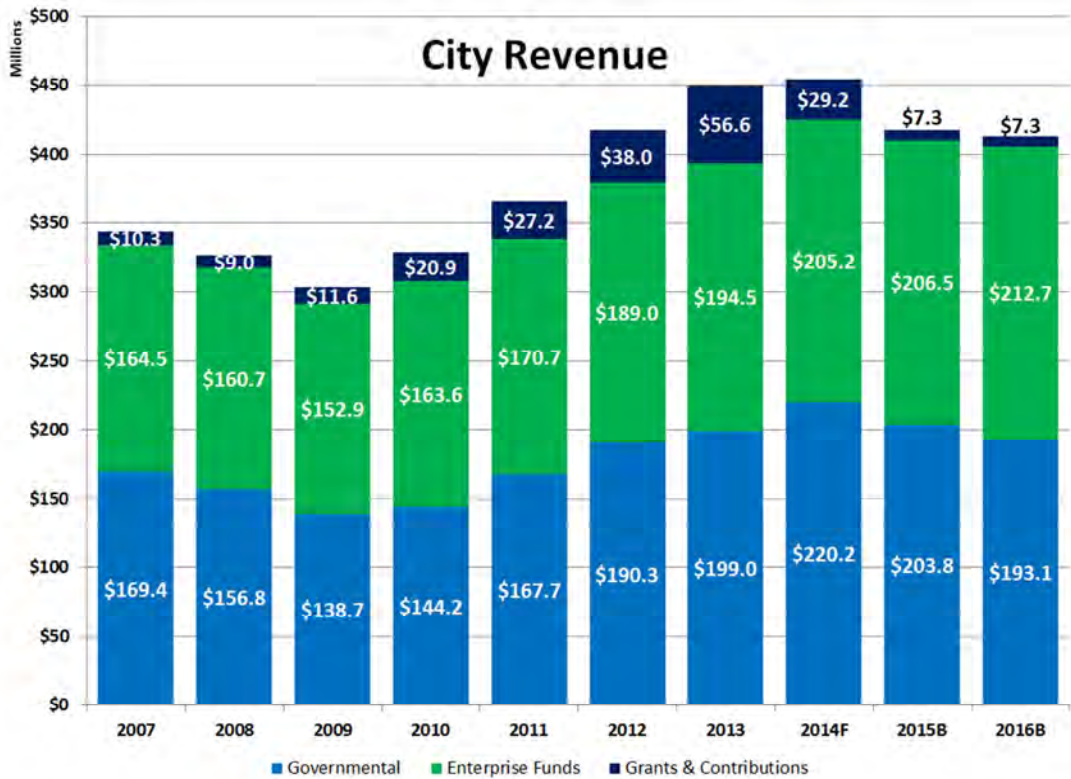


* Includes all city, county, state, and special district taxes with data as of December 2014.

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

2015-2016 Revenue

The 2015-2016 Recommended Budget includes a wide variety of funding sources, many with restrictions and dedications that make allocating resources very complex. This section provides an overview of some of the key funds and revenue sources which make up the overall budget.



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

Note: The 2016 Governmental Revenue reflects the expiration of two ¼ cent sales taxes; the Street Maintenance Tax and the Building on Basics Capital Tax. Both taxes will be presented to the voters in April 2015 for renewal, and if renewed, an additional \$14.5M of revenue will be added to 2016.

Governmental Revenue

Governmental revenue includes all revenue except those collected from rates that support enterprise operations such as utilities and golf. Within governmental revenue, 58% goes to the General Fund to support a wide array of basic municipal services. Revenues supporting these municipal operations come from multiple sources. Revenue growth assumptions for each revenue source are described below.

- **Sales Tax**

In 2015 sales tax revenue accounts for approximately 51% of the General Fund revenue collected annually and 48% of total governmental revenues. The budget assumes an increase in economic activity in sales tax of 3.0% in 2015 and an increase in 2016 of 2.5%. In addition, approximately \$200k of additional sales tax revenue from marijuana sales is anticipated in 2015 and approximately \$2M of additional sales tax revenue is anticipated in 2016 from the Foothills Mall redevelopment.

- **Use Tax**

In 2015 use tax accounts for 9% of the General Fund revenue collected annually and 9% of total governmental revenues. The biennial 2015-2016 budget assumes a base collection of \$14.5M in 2015 and \$12.6M in 2016 that funds ongoing programs and services. An additional \$4.2M and \$2.5M of Use Tax above the base is forecasted for 2015 and 2016, respectively, but is restricted to one-time projects and initiatives.

The proposed budget for 2016 does not include revenue from two ¼ cent taxes that expire December 2015. A revenue loss of \$12.6M in Sales tax and \$1.9M in Use tax is included in 2016 forecasted revenue. It is anticipated both taxes will be presented to voters in April of 2015. If approved, additional revenue and associated expenditures will be added to the 2016 budget during the 2016 Budget Revision process in late 2015.

- **Property Tax**

In 2015 property tax revenues make up about 15% of the General Fund revenue and 9% of total governmental revenue. Larimer County has indicated that in 2015 property tax revenues will grow by approximately 4.7% and staff estimates growth of an additional 3.9% in 2016 based on current building activity.

- **Payments in Lieu of Taxes (PILOT)**

PILOTs are collected by all City-owned utilities except Stormwater. These payments account for 8% of the General Fund revenue collected annually. As a result of increased Utility sales and modest rate increases, this revenue stream is projected to increase by 7.9% in 2015 and 3.6% in 2016.

- **User Charges/Fees**

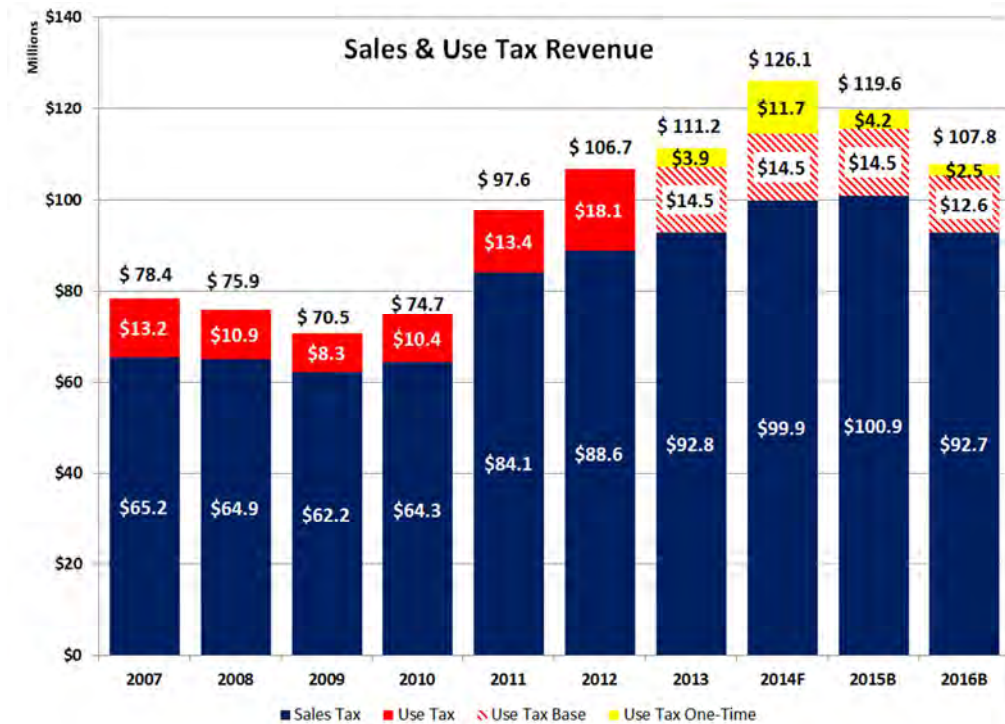
This category includes park fees, development fees, administrative charges, court costs, etc. This revenue source accounts for about 7% of the General Fund revenue collected annually. User charges and fees vary by the type of charge or fee. In general, charges and fees are expected to be flat to modest growth in 2015 & 2016.

Sales and Use Tax Trends

Sales tax receipts increased 5.5% in 2012 and 4.3% in 2013 excluding the additional revenue associated with Keep Fort Collins Great tax. Sales tax receipts in 2014 were 8.4% greater than 2013.

Use tax receipts have historically been volatile and reflect the local community's investment in new equipment and buildings. From 2007 (the previous high mark for use tax receipts), use tax declined by 37% in 2009. As business investment and building activities have resumed, use tax receipts have exceeded \$18M in each of the last 3 years.

A moderate increase in sales tax is forecasted for the coming years as described earlier. Use tax is projected at \$18.7M and \$15.1M for 2015 and 2016, respectively. Both sales and use tax estimates for 2016 reflect the expiration of two dedicated ¼ cent tax rates described above.



Note: Graph does not include taxes subject to rebates

Enterprise Funds & Proposed Utility Rates

The City's Enterprise Funds are those funds that provide services based on fees. These services include Electric, Water, Wastewater, and Stormwater. As part of the 2015-2016 Recommended Budget there was a conscious effort to minimize utility rate increases. The majority of rate increases are from two sources as explained below.

- Electric**
 Electric rates are planned to increase 1.9% in 2015 and 1.9% in 2016 entirely due to increased power supply costs from Platte River Power Authority (PRPA). The City purchases power from PRPA and then distributes it to our customers. The 2015-2016 electric rate increases shown are system averages and will vary by rate class and customer.
- Water**
 No water rate increases are included in this budget.
- Wastewater**
 Wastewater rates are planned to increase 3.0% in both 2015 and 2016. Increases are needed to fund future capital improvements necessary to meet regulatory requirements and maintain aging infrastructure.

- **Stormwater**

No stormwater rate increases are included in this budget.

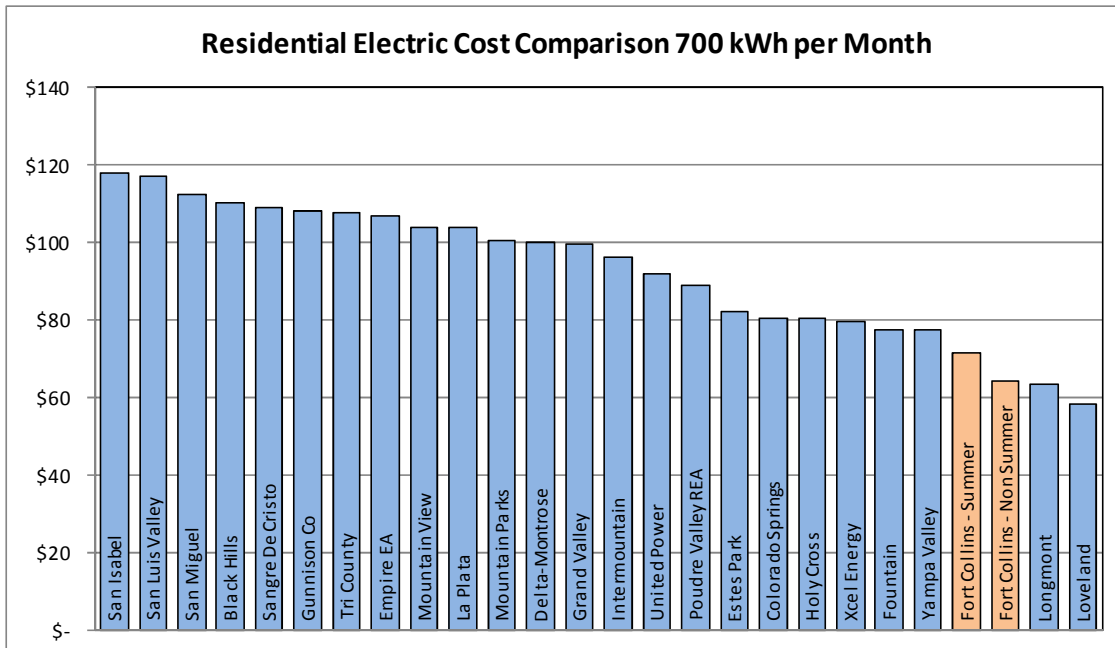
The following table is a summary of 2013-14 actual average rate increases and the 2015-2016 proposed average rate increases:

Proposed Utility Rates				
	Actual 2013	Actual 2014	Budget 2015	Budget 2016
Electric	4.30%	2.00%	1.90% *	1.90% *
Water	4.00%	4.00%	0.00%	0.00%
Wastewater	0.00%	3.00%	3.00% **	3.00% **
Stormwater	0.00%	0.00%	0.00%	0.00%

* Pass through of proposed Platte River Power Authority rate increase.
 ** Capital improvements

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. Fort Collins' summer and non-summer rates are shown on the following graph. Many other utilities also have rates that vary by season, but only January rates are shown.

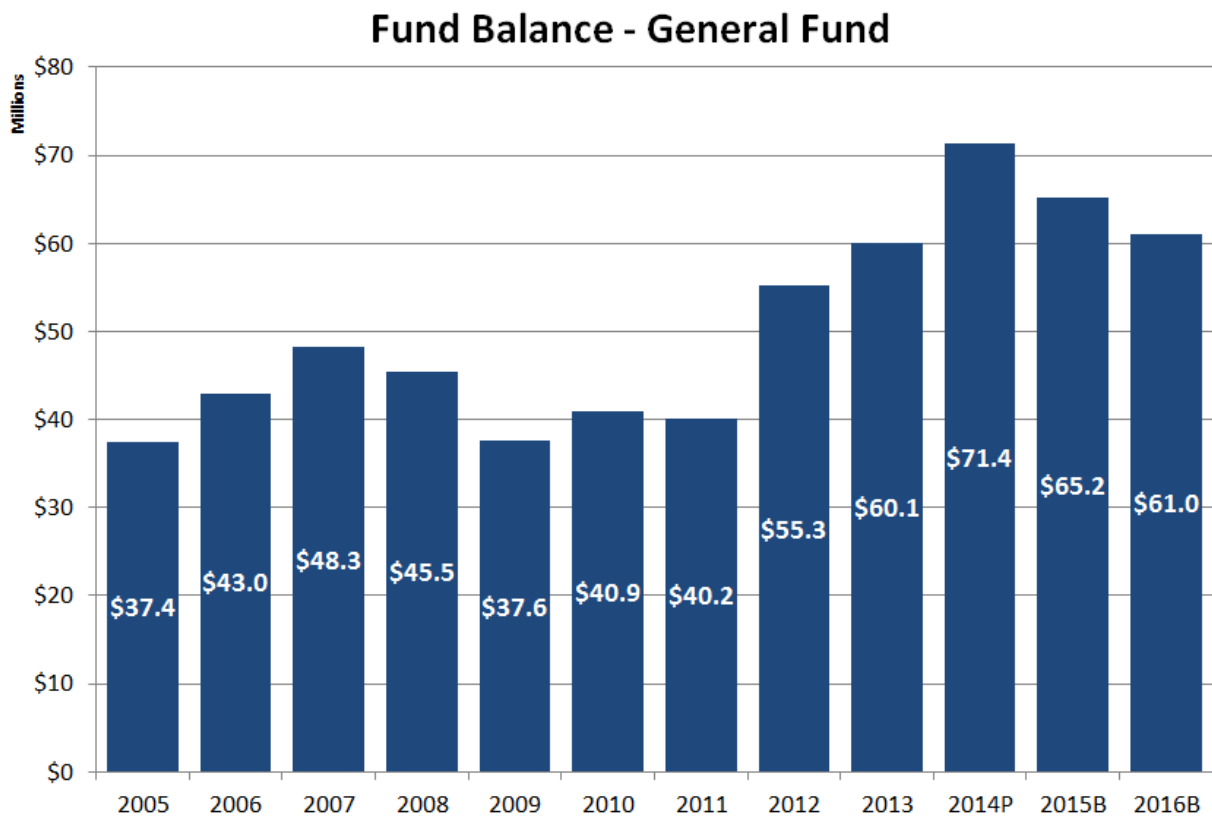


Colorado Utilities with more than 7500 residential meters

Source: Colorado Association of Municipal Utilities, January 2014 data

2015-2016 Reserve and Other One-Time Funding Sources

The General Fund continues to have a healthy fund balance. Growth in fund balance from 2011 to 2013 reflect 1) the consolidation of an existing Sales & Use Tax fund into the General Fund in 2013 that increased the fund balance by \$5.9M, 2) an improving economy and 3) an intentional effort to retain a portion of each year's unanticipated revenue to minimize the impact of future economic downturns. The General Fund balance grew substantially in 2014 from unexpectedly strong sales & use tax receipt growth. 2015 & 2016 fund balance is expected to decline from the use of existing reserves for planned projects and the use of the 2014 unanticipated revenue to support one-time projects in the 2015-16 budget. The ending fund balance in all years exceeds the City policy minimums.



There are various recommended uses of reserves in this budget primarily to fund one-time projects, capital replacement, and capital projects. A small amount of reserves is used to fund ongoing expenses. When that occurs it is generally prior year reserves that were intended to be used on future ongoing operations; an example of this is the Camera Radar Program. The amount of reserves to be used for ongoing operations in the 2015-16 budget is indicated in the table below.

2015-16 Budgeted Reserves Funding Ongoing Expenses

Fund	2015	2016
General Fund - from dedicated sources	615	612
General Fund - unrestricted	352	749
KFCG Street Maintenance & Repair	52	0
KFCG Other Transportation	118	107
KFCG Police	584	495
KFCG Fire	14	16
KFCG Parks & Recreation	25	0
Cultural Services - APP	62	84
Recreation Fund	25	25
Cemeteries Fund	70	50
Museum Fund	0	200
Transit Fund	425	425
Transportation Fund	326	178
Data & Communications Fund	300	0
Benefits Fund	160	181
Utility Customer Service and Administration Fund	400	400
\$ values in thousands		
Grand Total:	<u>3,527</u>	<u>3,523</u>

Overall City fund balances remain healthy and above local and state requirements for minimum fund balances. The City closely monitors fund balance relative to economic conditions and forecasts. The chart below summarizes the change in major fund balances based on the impact of the 2015-2016 Recommended Budget.

FUND	Fund Balance 12/31/14	Fund Balance 12/31/15	Fund Balance 12/31/16
General Fund	71,405,867	65,235,922	61,042,723
Keep Fort Collins Great	14,813,892	12,638,339	11,872,058
Transportation Fund	11,604,080	10,368,536	10,115,147
Capital Projects Fund	2,720,029	4,308,607	4,078,509
Other Governmental Funds	61,793,218	56,825,641	58,014,119
Light & Power Fund *	186,409,300	187,530,090	190,017,552
Water Fund *	269,429,518	276,669,262	283,490,484
Wastewater Fund *	155,967,774	161,684,719	167,887,444
Stormwater Fund *	112,898,960	120,482,514	128,220,272
Internal Service Funds	17,976,178	20,663,146	24,860,508
Other Funds	40,675,097	37,790,024	36,449,762
Total	<u>945,693,913</u>	<u>954,196,800</u>	<u>976,048,578</u>
<p>Note: Fund balance is composed of unrestricted, restricted, and non-liquid assets. The fund balance of funds with an asterisk include non-liquid capital assets in the amount of \$645,851,676 in 2015. The total 2015 City fund balance excluding non-liquid assets is \$308,345,124 (\$954,196,800 less \$645,851,676). That amount for 2016 is \$284,010,406.</p>			

Building on Basics (BOB)

The final projects included in the Building on Basics tax initiative are included in the 2015 Recommended Budget. Those projects are as follows:

- Park Upgrades and Improvements:	\$1.7M
- Arterial Intersection and Traffic Signal Improvements:	2.2
- Library Technology	0.7
- Pedestrian Sidewalk & Disability Access Improvements:	0.3
- Bicycle Plan Implementation:	<u>0.1</u>
	\$5.0M

Total 2015-2016 Budget Summary

The 2015-2016 Budget includes the revenue generated by the Keep Fort Collins Great (KFCG) 2010 ballot initiative. The rate for sales and use taxes earmarked for general operations remains 2.25%; the 0.85% for KFCG and the other three 0.25% voter approved tax initiatives are available for the various restricted purposes listed in the ballot language for fiscal year 2015. As mentioned above, two of those ¼ cent tax initiatives expire on December 31, 2015 and are not included in 2016 revenue forecasts. The property tax rate remains unchanged since 1992 at 9.797 mills.

The total budget for all City funds for 2015 is \$556.5M and for 2016 is \$536.4M. The following table compares the adopted 2014 budget with the 2015 and 2016 adopted budgets, including the net operating budgets, capital improvement budgets, and debt service:

TOTAL BUDGET (in millions)					
	Adopted				
	2014 *	2015	% Change	2016	% Change
Operating	\$452.0	\$490.9	8.6%	\$479.3	-2.4%
Debt	\$20.7	\$21.4	3.4%	\$21.6	1.0%
Capital**	\$31.4	\$44.2	40.9%	\$35.5	-19.6%
Total City Appropriations***	\$504.0	\$556.5	10.4%	\$536.4	-3.6%
Less Internal Service Funds	(\$57.7)	(\$63.6)	10.2%	(\$66.7)	4.8%
Less Transfers to Other Funds	(\$45.2)	(\$56.1)	24.3%	(\$41.3)	-26.4%
Net City Budget	\$401.1	\$436.7	8.9%	\$428.4	-1.9%

* 2014 is the Adopted budget and is not shown on the summary schedules.
 ** Capital dollars reflect non-lapsing capital project budgets.
 *** This includes GID and URA which are appropriated in separate ordinances.

The Net City Budget (the budget excluding internal charges and transfers) for 2015 is proposed to increase 8.9% compared to the 2014 Net City Budget. For 2016, the budget will decrease 1.9% compared to the 2015 Net City Budget. There are a few factors driving the increase in 2015 over 2014. First, there is a significant increase in the dollar value of the one-time operational projects and capital projects included in the 2015-16 Budget. Examples of those projects include:

One-time Offers of \$500K or more	Fund	2015
Community Park Development	Capital Expansion	\$8.5
Utility Capital Projects	Various Utility Funds	8.1
Poudre River Downtown Project	General Fund & Stormwater	2.0
Park Improvements (BOB)	Capital Projects	1.7
EPIC Pool Improvements	General Fund	1.5
Phase II Community Recycling Center	General Fund	1.0
Old Town Square Renovations	GID	0.9
Mulberry Bridge Urban Design & Landscaping Improvements	KFCG	0.8
Crushing and Recycling Facility	Transportation & Stormwater	0.8
Vine and Lemay Intersection Improvements	KFCG	0.5
College Avenue Concrete Work	KFCG	0.5

\$ values in millions

A second key component is driven by an average inflation rate of 2% which equates to approximately \$8M. The third driver of this increase is related to the significant cost increases over 2014 including:

Significant Cost Increases	Fund	2015
Transit	General Fund, Transit & KFCG	\$1.5
Cost of Benefits including Health Care Reform	Various	2.3
Compensation Increases	Various	2.0
Other IT Equipment and Replacement	General Fund & IT	2.0
Increase to PFA via revised Intergovernmental Agreement	General Fund	1.5

\$ values in millions

The decrease in 2016 over 2015 is due primarily to the expiration on December 31, 2015 of two sales tax programs (1) for Streets and Transportation to help fund the City's Pavement Management Program and (2) Building on Basics Capital Improvement Plan, which were not included in the 2016 budget.

2015–2016 Budget Priorities and Highlights

The 2015-2016 Recommended Budget takes into account available resources and allocates revenues to the highest priorities, and seeks to fund the services and programs that are most likely to achieve the seven key Strategic Outcomes identified by Council:

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

Several key themes guided the development of the 2015-2016 Recommended Budget including:

1. Focus on Council & Community Priorities

This Recommended Budget has strong linkages to the City Strategic Plan, and was developed based on a significantly enhanced amount of public outreach and engagement. Additionally, it fulfills commitments made to voters in the Keep Fort Collins Great sales tax initiative, as well as previous initiatives such as Building on Basics.

2. Maintain High Quality Services & the Stewardship of City Assets

Investments in services such as daytime police officers, alcohol and marijuana enforcement, streets projects and replacement of EPIC pool equipment, demonstrate a commitment to maintaining high quality basic services.

3. Neighborhood & Community Vitality

A key theme that emerged from the City's public outreach was the need to address the affordability of housing. This budget provides additional funding for affordable housing, expands the Low Income Rebate Program, and invests in neighborhood revitalization. It also seeks to plan for the long-term vitality of the community with projects such as the creation of a Broadband Strategic Plan.

4. Environmental & Poudre River Restoration

This budget reflects the community's ongoing commitment to the environment by making further investments for restoration of the Poudre River, and devoting resources to in stream water analysis. The budget also includes funding for phase II of a community recycling facility.

5. Transit & Mobility

With the opening of MAX in 2014, and expanded hours and routes for other Transit services, Transfort is becoming an increasingly significant City service. This budget

reflects the ongoing costs of those expanded services, as well as new CSU funded Transit services. It also continues the City's investments in sidewalks and bicycle trails.

6. Sense of Place

Fort Collins continues to invest in the services and amenities that make this such a special place to live, work and raise a family. This budget includes funding for downtown enhancements such as the Linden Street design and Old Town Square renovation, as well as the opening of the new Southeast Community Park.

7. Infrastructure

The Recommended Budget provides funding for numerous key infrastructure projects, such as the Mulberry bridge, design of the Vine & Lemay intersection, and the Arthur Ditch master plan.

8. Improved Internal Systems & Leveraging Resources

This budget reflects the City's ongoing efforts to drive continuous improvement, with investments in IT infrastructure, business licensing software, and improved HR technology. It funds a new Safety Director & Occupational Health Professional, which reflects the City's renewed emphasis on employee safety and reduced risk and liability. The City also seeks to more effectively leverage community resources, more efficiently manage internal resources, and enhance customer service with positions such as a volunteer coordinator and a special events coordinator.

Capital Improvements

The City allocates revenues for a variety of capital improvement projects ranging from street projects and city facility improvements, to electric substations. The City's capital improvement program for 2015 totals \$44.2M and \$35.5M for 2016. This level of investment in the 2015-16 adopted budget is significantly greater than the capital improvement level in the 2013-2014 adopted budget. It is important to note that the City Budget does not typically include grants which can be for significant capital projects. The grants go through individual appropriation ordinances as the grant details and amounts are finalized throughout the year.

The 2015-2016 Budget funds numerous large projects in Transportation, Parks and Utilities including improvements to the Downtown Poudre River, the Community Recycling Center, the Southeast Community Park, the City Bridge Program, water, wastewater, and stormwater system improvements, as well as many others. Some of these are funded with the Building on Basics (BOB) tax initiative.

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

ORDINANCE NO. 153, 2014
OF THE COUNCIL OF THE CITY OF FORT COLLINS
BEING THE ANNUAL APPROPRIATION ORDINANCE
RELATING TO THE ANNUAL APPROPRIATIONS
FOR THE FISCAL YEAR 2015; ADOPTING THE BUDGET FOR
THE FISCAL YEARS BEGINNING JANUARY 1, 2015, AND ENDING
DECEMBER 31, 2016; AND FIXING THE MILL LEVY FOR FISCAL YEAR 2015

WHEREAS, the City Manager has, prior to the first Monday in September, 2014, submitted to the City Council a proposed budget for the next ensuing budget term, along with an explanatory and complete financial plan for each fund of the City, pursuant to the provisions of Article V, Section 2, of the City Charter; and

WHEREAS, within ten days after the filing of said budget estimate, the City Council set September 23rd and October 7th, 2014, as the dates for the public hearings thereon and caused notice of such public hearings to be given by publication pursuant to Article V, Section 3, of the City Charter; and

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

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

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

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

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

Section 1. Budget

- a. That the City Council has reviewed the City Manager's 2015-2016 Recommended Budget, a copy of which is on file with the office of the City Clerk, and has approved certain amendments thereto.

b. That the City Manager's 2015-2016 Recommended Budget, as amended by the Council, is hereby adopted, in accordance with the provisions of Article V, Section 4, of the City Charter and incorporated herein by reference; provided, however, that the comparative figures contained in the adopted budget may be subsequently revised as deemed necessary by the City Manager to reflect actual revenues and expenditures for the fiscal year 2014.

c. That the adopted budget, as amended, shall be maintained in the office of the City Clerk and identified as "The Budget for the City of Fort Collins for the Fiscal Years Ending December 31, 2015, and December 31, 2016, as Adopted by the City Council on November 18, 2014."

Section 2. Appropriations. That there is hereby appropriated out of the revenues of the City of Fort Collins, for the fiscal year beginning January 1, 2015, and ending December 31, 2015, the sum of FIVE HUNDRED FIFTY TWO MILLION TWELVE THOUSAND EIGHT HUNDRED NINETY-FIVE DOLLARS (\$552,012,895) to be raised by taxation and otherwise, which sum is deemed by the City Council to be necessary to defray all expenditures of the City during said budget year, to be divided and appropriated for the following purposes, to wit:

<u>GENERAL FUND</u>		<u>\$128,942,733</u>
 <u>ENTERPRISE FUNDS</u>		
Golf		\$3,246,424
Light & Power		
Operating Total	\$132,127,984	
Capital Projects:		
Art in Public Places	87,642	
Computerized Maintenance Mgmt System	163,000	
Emergency Operations Center	18,750	
Utilities Vehicle Storage Building	<u>1,868,614</u>	
Capital Projects Total	<u>2,138,006</u>	
Total Light & Power		\$134,265,990
Storm Drainage		
Operating Total	\$11,272,324	
Capital Projects:		
Art in Public Places	47,636	
Computerized Maintenance Mgmt System	40,750	
Cooper Slough and Boxelder Basins	330,000	
Crushing & Recycling Facility	100,000	
Emergency Operations Center	18,750	

Stormwater Basin Improvements	3,500,000		
Stormwater Developer Repayments	100,000		
Stormwater Drainage System Improvements	360,000		
Stormwater Master Planning	275,000		
Stream Restoration	650,000		
Utilities Vehicle Storage Building	<u>253,593</u>		
Capital Projects Total		<u>5,675,729</u>	
Total Storm Drainage			\$16,948,053
Wastewater			
Operating Total		\$18,000,232	
Capital Projects:			
Art in Public Places	74,456		
Computerized Maintenance Mgmt System	40,750		
Crushing & Recycling Facility	75,000		
Drake Water Reclamation Facility			
Improvements	5,400,000		
Emergency Operations Center	18,750		
Utilities Vehicle Storage Building	253,593		
Wastewater Collection System Replacement	1,492,000		
Water Reclamation Facility Replacement	<u>300,000</u>		
Capital Projects Total		<u>7,654,549</u>	
Total Wastewater			\$25,654,781
Water			
Operating Total		\$26,289,608	
Capital Projects:			
Art in Public Places	44,298		
Chlorine Contact Basin	1,000,000		
Computerized Maintenance Mgmt System	81,500		
Crushing & Recycling Facility	125,000		
Emergency Operations Center	18,750		
Utilities Vehicle Storage Building	253,593		
Water Distribution System Replacement	500,000		
Water Meter Replacement & Rehabilitation	800,000		
Water Production - Energy Optimization	285,000		
Water Production Replacement Program	1,091,205		
Water Source of Supply Replacements	<u>500,000</u>		
Capital Projects Total		<u>4,699,346</u>	
Total Water			\$30,988,954
TOTAL ENTERPRISE FUNDS			<u><u>\$211,104,202</u></u>

INTERNAL SERVICE FUNDS

Benefits		\$24,429,049
Data & Communications		9,125,113
Equipment		11,566,546
Self Insurance		3,405,515
Utility Customer Service & Administration		<u>17,197,847</u>

TOTAL INTERNAL SERVICE FUNDS \$65,724,070

SPECIAL REVENUE & DEBT SERVICE FUNDS

Capital Improvement Expansion		\$9,135,412
Capital Leasing Corporation		4,636,235
Cemeteries		645,940

Cultural Services & Facilities

Operating Total	\$3,933,058	
Capital Projects – Art in Public Places	<u>176,056</u>	
Total Cultural Services & Facilities		\$4,109,114

General Employees' Retirement \$3,827,763

Keeping Fort Collins Great

Operating Total	\$22,838,192	
Capital Projects:		
City Bridge Program	2,022,700	
Lincoln Neighborhood Projects	380,000	
Mulberry Bridge Urban Design	750,000	
Pedestrian Sidewalk & ADA Improvements	150,000	
Vine & Lemay Intersection	<u>500,000</u>	
Capital Projects Total	<u>3,802,700</u>	
Total Keeping Fort Collins Great		\$26,640,892

Museum		\$1,038,186
Natural Areas		11,147,489
Parking		2,523,660
Perpetual Care		17,428
Recreation		6,667,881
Sales & Use Tax		14,098,200
Street Oversizing		2,636,576
Timberline/Prospect SID		56,000
Transit Services		13,712,429
Transportation Services		<u>24,494,203</u>

SPECIAL REVENUE & DEBT

\$125,387,408

SERVICE FUNDS

CAPITAL PROJECTS FUND

General City Capital Projects:

Arthur Ditch Master Plan Alternative Analysis	\$185,000
City Bridge Program	277,300
Community Recycling Facility	1,000,000
Downtown Poudre River Improvements	1,000,000
Epic Pool Improvements	1,500,000
Green Street Implementation	150,000
Linden Street - Walnut to Jefferson	300,000
Northeast Community Park	250,000
Oak Street Public Restroom Replacement	350,000
Railroad Crossing Replacement	150,000
Southeast Community Park	7,900,000
Traffic Calming	<u>100,000</u>

Total General City Capital Projects \$13,162,300

1/4 Cent Building on Basics

Operating - Administrative Charge \$59,900

Capital Projects:

Bicycle Plan Implementation	125,000
Intersection Improvements & Traffic Signals	2,220,000
Park Improvements	1,703,622
Pedestrian Sidewalk and ADA Improvements	<u>300,000</u>

Capital Projects Total 4,348,622

Total 1/4 Cent Building on Basics \$4,408,522

Conservation Trust

Operating Total - Administration & Parks Maint \$275,649

Capital Projects:

Trail Acquisition/Development 1,191,694

Capital Projects Total 1,191,694

Total Conservation Trust \$1,467,343

Neighborhood Parkland Fund

Operating Total - Administration \$488,317

Capital Projects:

Golden Meadows Park	250,000
Lee Martinez Park Improvements	350,000

New Park Site Development	100,000	
New Site Acquisition	320,000	
Trailhead Park	8,000	
Waterfield Neighborhood Park	<u>300,000</u>	
Capital Projects Total		<u>1,328,000</u>
Total Neighborhood Parkland		\$1,816,317
TOTAL CAPITAL PROJECTS FUNDS		<u>\$20,854,482</u>
TOTAL CITY FUNDS		<u>\$552,012,895</u>

Section 3. Mill Levy

a. That the 2015 mill levy rate for the taxation upon each dollar of the assessed valuation of all the taxable property within the City of Fort Collins as of December 31, 2014, shall be 9.797 mills, which levy represents the amount of taxes for City purposes necessary to provide for payment during the aforementioned budget year of all properly authorized expenditures to be incurred by the City.

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

Introduced, considered favorably on first reading, and ordered published this 21st day of October, A.D. 2014, and to be presented for final passage on the 18th day of November, A.D. 2014.

Loren Weidner

 Mayor

ATTEST:

Wanda Nelson

 City Clerk

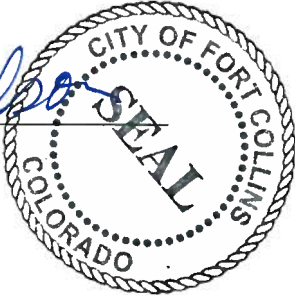


Passed and adopted on final reading on the 18th day of November, A.D. 2014.

Karen Weiskunst
Mayor

ATTEST:

Wanda Nelson
City Clerk



ORDINANCE NO. 066
OF THE COUNCIL OF THE CITY OF FORT COLLINS, COLORADO
EX-OFFICIO THE BOARD OF DIRECTORS OF GENERAL IMPROVEMENT
DISTRICT NO. 1, DETERMINING AND FIXING THE MILL LEVY FOR THE GENERAL
IMPROVEMENT DISTRICT NO. 1 FOR THE FISCAL YEAR 2015;
DIRECTING THE SECRETARY OF THE DISTRICT TO CERTIFY SUCH LEVY
TO THE BOARD OF COMMISSIONERS OF LARIMER COUNTY;
AND MAKING THE FISCAL YEAR 2015 ANNUAL APPROPRIATION

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

WHEREAS, the GID staff has considered the amount of money to be raised by a levy on the taxable property in the GID and recommends that a levy of 4.924 mills upon each dollar of the assessed valuation of all taxable property within the limits of the GID is required during 2015 to pay the cost of operating the GID; and

WHEREAS, the GID staff estimates a levy of 4.924 mill will result in \$276,000 of revenue; and

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

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

WHEREAS, additional revenue is collected by the GID from such sources as the automobile ownership tax, ad valorem taxes, and interest earnings and that revenue for 2015 is anticipated to be \$38,000; and

WHEREAS, the City Council, acting as the ex-officio Board of Directors of the GID, desires to appropriate the necessary funds for operating costs and capital improvements of the GID for the fiscal year beginning January 1, 2015, and ending December 31, 2015.

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

Section 1. That, for the purpose of providing the necessary funds to meet the expenses to be incurred in the General Improvement District No. 1 in 2015, 4.924 mills is hereby levied upon each dollar of the assessed valuation of all taxable property within the General Improvement District No.1 as of December 31, 2014.

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

Section 3. That the City Council, acting ex-officio as the Board of Directors of City of Fort Collins General Improvement District No. 1, hereby appropriates out of the revenues of General Improvement District No. 1 for the fiscal year beginning January 1, 2015, and ending December 31, 2015, the sum of TWO HUNDRED SEVENTY THREE THOUSAND FIVE HUNDRED SIXTY FIVE DOLLARS (\$273,565) to be raised by taxation and additional revenue to be expended for the authorized purposes of the General Improvement District No.1.

Section 4. That the City Council, acting ex-officio as the Board of Directors of City of Fort Collins General Improvement District No. 1, hereby appropriates out of prior year reserves of the General Improvement District No. 1 for the fiscal year beginning January 1, 2015, and ending December 31, 2015, the sum of NINE HUNDRED TWENTY THOUSAND DOLLARS (\$920,000) for authorized purposes of the General Improvement District No.1.

Introduced, considered favorably on first reading, and ordered published this 4th day of November, A.D. 2014, and to be presented for final passage on the 18th day of November, A.D. 2014.

ATTEST:

Wanda Nelson
City Clerk, Ex Officio Secretary

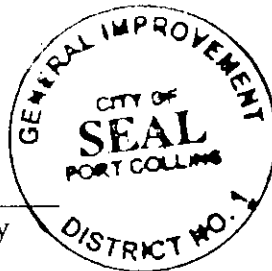


Karen Weikensat
Mayor, Ex Officio President

Passed and adopted on final reading on the 18th day of November, A.D. 2014.

ATTEST:

Wanda Nelson
City Clerk, Ex Officio Secretary



Karen Weikensat
Mayor, Ex Officio President

ORDINANCE NO. 006
OF THE COUNCIL OF THE CITY OF FORT COLLINS, COLORADO
ACTING AS THE EX-OFFICIO BOARD OF DIRECTORS OF SKYVIEW
SOUTH GENERAL IMPROVEMENT DISTRICT NO. 15,
DETERMINING AND FIXING THE MILL LEVY FOR THE SKYVIEW SOUTH
GENERAL IMPROVEMENT DISTRICT NO. 15 FOR THE FISCAL YEAR 2015;
DIRECTING THE SECRETARY OF THE DISTRICT TO CERTIFY SUCH LEVY
TO THE BOARD OF COMMISSIONERS OF LARIMER COUNTY; AND MAKING THE
FISCAL YEAR 2015 ANNUAL APPROPRIATION

WHEREAS, the Skyview South General Improvement District No. 15 (the "GID") was created by Larimer County in 1997 and annexed into the City by Phase Three of the Southwest Enclave Annexation in 2009; and

WHEREAS, pursuant to Sections 31-25-603 and 37-25-609, C.R.S., as a result of the annexation of the entire GID into the City, the GID is now a district of the City and the City Council is to act as the ex-officio board of directors of the GID; and

WHEREAS, GID staff has considered the amount of revenue to be raised by a levy on the taxable real property within the GID boundaries, and recommends imposing a levy of 10.0 mills upon each dollar of the assessed valuation of all such taxable real property for 2015; and

WHEREAS, GID staff estimates a levy of 10.0 mills will result in \$24,700 of revenue; and

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

WHEREAS, Section 39-5-128(1) of the Colorado Revised Statutes requires certification of any tax levy to the Board of Commissioners of Larimer County no later than December 15; and

WHEREAS, additional revenue totaling \$370 for 2015 is expected to be collected by the GID from interest earnings; and

NOW, THEREFORE, BE IT ORDAINED BY THE COUNCIL OF THE CITY OF FORT COLLINS, acting ex-officio as the Board of Directors of the City of Fort Collins Skyview South General Improvement District No. 15, as follows:

Section 1. That the 2015 mill levy rate for taxation upon each dollar of the assessed valuation of taxable real property within the GID boundaries shall be 10.0 mills.

Section 2. That the City Clerk acting ex-officio as the Secretary for the GID shall certify this levy of 10.0 mills to the County Assessor and the Board of Larimer County Commissioners as provided by law.

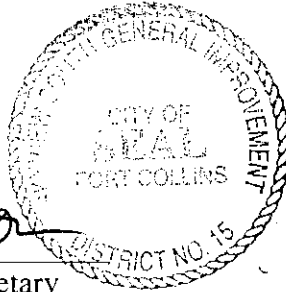
Section 3. That the City Council, acting ex-officio as the Board of Directors of the City of Fort Collins General Improvement District No. 15, hereby appropriates out of the revenues of the GID for the fiscal year beginning January 1, 2015, and ending December 31, 2015, the sum of ONE THOUSAND DOLLARS (\$1,000).

Section 4. That revenue to be raised by taxation and additional revenue of the GID will be reserved in fund balance until such future time as authorized by the Board of Directors for the purposes of the General Improvement District No. 15.

Introduced, considered favorably on first reading, and ordered published this 4th day of November, A.D. 2014, and to be presented for final passage on the 18th day of November, A.D. 2014.

ATTEST:

Wanda Nelson
City Clerk, Ex Officio Secretary

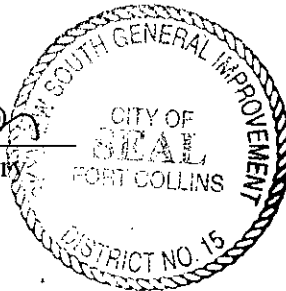


Loren Weithornat
Mayor, Ex Officio President

Passed and adopted on final reading on the 18th day of November, A.D. 2014.

ATTEST:

Wanda Nelson
City Clerk, Ex Officio Secretary



Loren Weithornat
Mayor, Ex Officio President

RESOLUTION NO. 073
OF THE BOARD OF COMMISSIONERS OF THE
FORT COLLINS URBAN RENEWAL AUTHORITY
ADOPTING THE 2015 BUDGET FOR THE FORT COLLINS
URBAN RENEWAL AUTHORITY

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

WHEREAS, the URA operates to eliminate blight and prevent the spread of blight within the urban renewal area in accordance with the Colorado Urban Renewal Law, C.R.S. Section 31-25-101. et seq.; and


WHEREAS, the URA has considered a proposed budget for fiscal year 2015 and the Board wishes to adopt it.

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


Section 1. That the budget shown on Exhibit "A" attached hereto and incorporated herein by this reference, is approved and the amounts stated therein are appropriated for fiscal year 2015.

Section 2. That the Chief Financial Officer of the City, ex officio the Financial Officer of the URA, is hereby directed to file a certified copy of the attached budget with the office of the Division of Local Government, Department of Local Affairs, State of Colorado.

Passed and adopted at a regular meeting of the Board of Commissioners of the Fort Collins Urban Renewal Authority this 18th day of November A.D. 2014.


Chairperson

ATTEST:


Secretary



**URBAN RENEWAL AUTHORITY
NORTH COLLEGE DISTRICT
2015 BUDGET**

North College Urban Renewal Plan Area

Estimated Revenue:

Tax Increment Collections	1,128,353
Interest on Investments	5,742
Interest from Rocky Mountain Innosphere Loan	\$ 80,664
Total estimated Revenue for the URA	\$ 1,214,759

Expenses:

Operations	\$ 273,023
Project Storefront	\$ -
Total Operational Costs	\$ 273,023
Annual Debt Service Payments	
2013 Bond Payment	\$ 946,863
Rocky Mountain Innosphere Interest	\$ 132,598
Total Debt Service Payments	\$ 1,079,461
 Fund 800 2014 Budget	 \$ 1,352,484

**URBAN RENEWAL AUTHORITY
PROSPECT SOUTH DISTRICT
2015 BUDGET**

Midtown Urban Renewal Plan Area (Prospect South TIF District)

Estimated Revenue:

Tax Increment Collections	\$ 339,443
Interest on Investments	\$ 270
Total estimated Revenue for the URA	\$ 339,713

Expenses:

Operations	\$ 6,789
Project Storefront	\$ -
Total Operational Costs	\$ 6,789
Project Costs	
Capstone Reimbursement	\$ 726,281
Total Project Costs	\$ 726,281
Annual Debt Service Payments	
Capstone	\$ 268,946
Prospect Station	\$ 17,459
Revenue Sharing with City (Capstone)	\$ 26,654
Total Debt Service Payments	\$ 313,059
 Fund 801 2014 Budget	 \$ 1,046,129

**URBAN RENEWAL AUTHORITY
FOOTHILLS DISTRICT
2015 BUDGET**

Midtown Urban Renewal Plan Area (Foothills TIF District)

Estimated Revenue:

Tax Increment Collections	\$ 849,900
Interest on Investments	\$ -
Total estimated Revenue for the URA	<u>\$ 849,900</u>

Expenses:

Operations	\$ -
Project Storefront	\$ -
Total Operational Costs	\$ -
Annual Debt Service Payments	-
Foothills Metro District Bond	\$ 849,900
Total Debt Service Payments	<u>\$ 849,900</u>

Fund 803 2014 Budget \$ 849,900

**North College District
Comparison of 2014 Budget with Current 2015 Budget**

	2014 Budget	2015 Budget	Difference
Revenues	\$ 1,289,505	\$ 1,214,759	\$ (74,746)
Operating Expenses	\$ 263,312	\$ 273,023	\$ 9,711
Debt Service	\$ 1,610,655	\$ 1,079,461	\$ (531,194)
	<u>\$ 1,873,967</u>	<u>\$ 1,352,484</u>	<u>\$ (521,483)</u>

**Prospect South District
Comparison of 2014 Budget with Current 2015 Budget**

	2014 Budget	2015 Budget	Difference
Revenues	\$ 330,289	\$ 339,713	\$ 9,424
Operating Expenses	\$ -	\$ 6,789	\$ 6,789
Project Costs		\$ 726,281	\$ 726,281
Debt Service	\$ 317,779	\$ 313,059	\$ (4,720)
	<u>\$ 317,779</u>	<u>\$ 1,046,129</u>	<u>\$ 728,350</u>

**Foothills District
Comparison of 2014 Budget with Current 2015 Budget**

	2014 Budget	2015 Budget	Difference
Revenues	\$ -	\$ 849,900	\$ 849,900
Operating Expenses	\$ -	\$ -	\$ -
Debt Service	\$ -	\$ 849,000	\$ 849,000
	<u>\$ -</u>	<u>\$ 849,000</u>	<u>\$ 849,000</u>

2016 PROPOSED APPROPRIATIONS

GENERAL FUND		<u>\$129,111,563</u>
ENTERPRISE FUNDS		
Golf		\$3,372,848
Light & Power		
Operating	136,366,109	
Capital:		
Art in Public Places	<u>70,476</u>	
Light & Power Capital Total	<u>70,476</u>	
Total Light & Power		136,436,585
Stormwater		
Operating	11,308,810	
Capital:		
Art in Public Places	35,700	
Cooper Slough and Boxelder Basins	350,000	
Stormwater Basin Improvements	2,500,000	
Stormwater Developer Repays	100,000	
Stormwater Drainage System Improvements	370,000	
Stormwater Master Plan	275,000	
Stream Restoration	<u>700,000</u>	
Stormwater Capital Total	<u>4,330,700</u>	
Total Stormwater		15,639,510
Water		
Operating	25,797,076	
Capital:		
Art in Public Places	148,400	
Chlorine Contact Basin	9,720,000	
Water Distribution System Replacement	2,300,000	
Water Meter Replacement & Rehabilitation	800,000	
Water Production - Energy Optimization	300,000	
Water Production Replacement Program	1,581,182	
Water Source of Supply Replacements	<u>750,000</u>	
Water Capital Total	<u>15,599,582</u>	
Total Water		41,396,658
Wastewater		
Operating	18,307,774	
Capital:		
Art in Public Places	78,035	
Collection System Replacement	1,602,000	
Ultra-Violet Disinfection System	5,900,000	
Water Reclamation Replacement Program	<u>301,500</u>	
Wastewater Capital Total	<u>7,881,535</u>	
Total Wastewater		<u>26,189,309</u>
TOTAL ENTERPRISE FUNDS		<u>\$223,034,910</u>

2016 PROPOSED APPROPRIATIONS

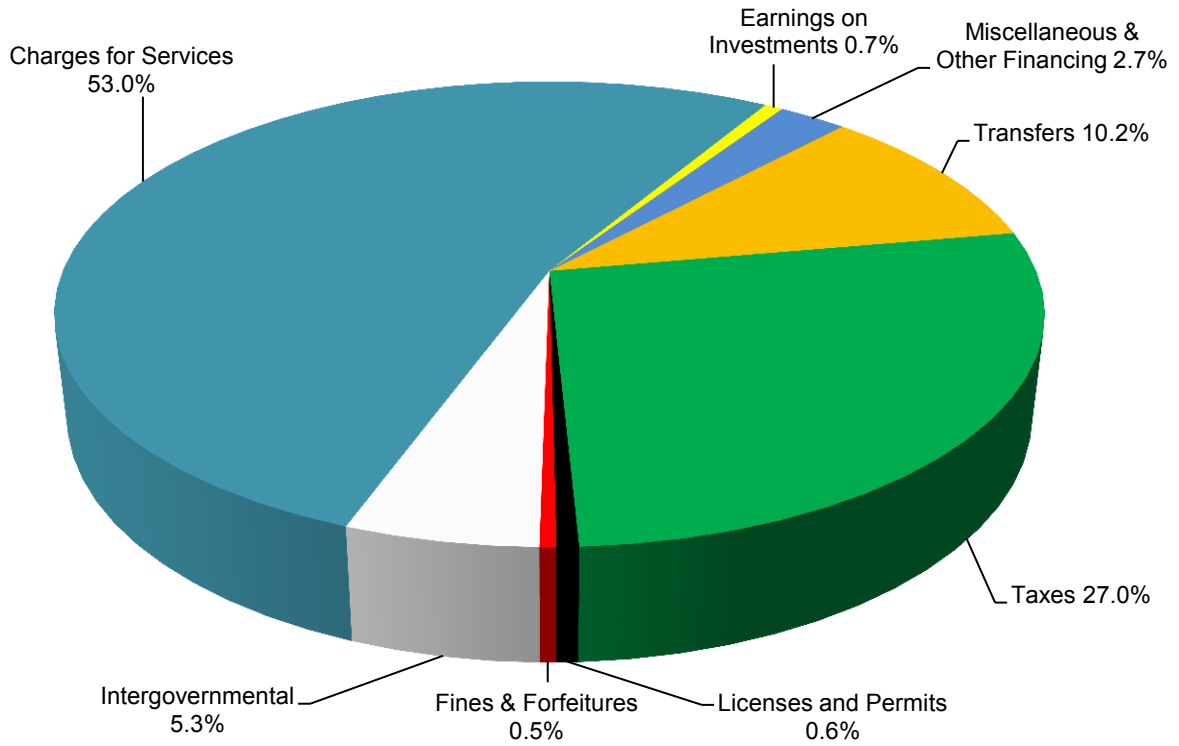
INTERNAL SERVICE FUNDS		
Benefits		\$25,335,636
Data & Communications		10,520,742
Equipment		12,235,244
Self Insurance		3,547,205
Utility Customer Service & Administration		17,306,739
TOTAL INTERNAL SERVICE FUNDS		\$68,945,566
SPECIAL REVENUE FUNDS		
Capital Improvement Expansion Fund		\$2,329,828
Capital Leasing Corporation Fund		4,619,279
Cemeteries		644,195
Cultural Services & Facilities		
Operating	3,889,319	
Capital:		
Art in Public Places Capital Project	50,815	
Total Cultural Services & Facilities		3,940,134
Keep Fort Collins Great		
Operating	23,839,384	
Capital:		
City Bridge Program	2,092,592	
Lincoln Neighborhood Projects	176,000	
Pedestrian Sidewalk & ADA Improvements	150,000	
Vine & Lemay Intersection	500,000	
Keep Fort Collins Great Capital Total	2,918,592	
Total Keep Fort Collins Great		26,757,976
General Employees' Retirement		4,127,950
Museum Fund		1,055,229
Natural Areas Fund		11,366,467
Parking Fund		2,480,368
Perpetual Care		20,311
Recreation		6,856,477
Sales and Use Tax		7,569,302
Street Oversizing		2,640,738
Timberline/Prospect SID		54,000
Transit Services		13,604,480
Transportation Services		16,436,787
TOTAL SPECIAL REVENUE & DEBT SERVICE FUNDS		\$104,503,521
CAPITAL IMPROVEMENT FUNDS		
Capital:		
City Bridge Program		207,408
Northeast Community Park		\$450,000
Railroad Crossing Replacement		100,000
Southeast Community Park		1,200,000
Traffic Calming Projects		400,000
Total General City Capital		\$2,357,408

2016 PROPOSED APPROPRIATIONS

Building on Basics	
Administrative Charge/Operating Transfer	\$230,098
Total Building on Basics	\$230,098
Conservation Trust Fund	
Operating - Administration	\$281,570
Capital:	
Trail Acquisition/Development	1,188,664
Total Conservation Trust Fund	\$1,470,234
Neighborhood Parkland Fund	
Operating	\$488,270
Capital:	
New Park Site Development	400,000
New Site Acquisition	300,000
Rossborough Park Improvements	110,000
Trailhead Park	300,000
Total Neighborhood Parkland Capital	1,110,000
Total Neighborhood Parkland Fund	\$1,598,270
TOTAL CITY PROPOSED APPROPRIATIONS	\$531,251,570
These funds are adopted on separate ordinances:	
Urban Renewal Authority	\$4,931,436
General Improvement District #15 - Skyview	\$1,000
General Improvement District #1	193,877
Total Other Funds	\$5,126,313
GRAND TOTAL	\$536,377,883

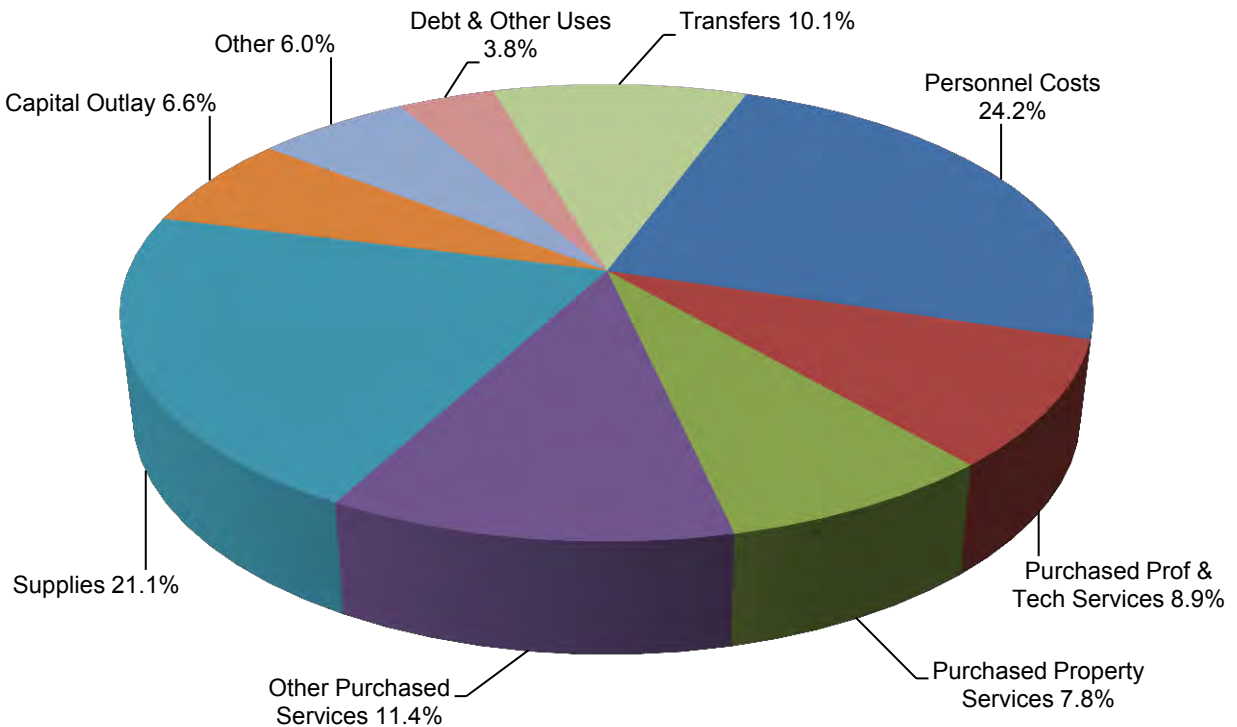
Where the Money Comes From - \$533.6 million

2015



Where the Money Goes - \$556.5 million

2015



THIS PAGE INTENTIONALLY LEFT BLANK

SUMMARY OF CHANGE IN FUND BALANCE - 2015

FUND	Beginning Fund Balance 01/01/15	Revenue	Expenditures	Net of Revenue and Expenditures	Net Adjustments to GAAP	Ending Fund Balance 12/31/15	Percent Change
General Fund	71,405,867	122,772,788	128,942,733	(6,169,945)	-	65,235,922	-8.6%
Capital Expansion Fund	20,170,964	2,998,299	9,135,412	(6,137,113)	-	14,033,851	-30.4%
Sales & Use Tax Fund	4,193,354	14,324,858	14,098,200	226,658	-	4,420,012	5.4%
Keep Fort Collins Great	14,813,892	24,465,339	26,640,892	(2,175,553)	-	12,638,339	-14.7%
Neighborhood Parkland Fund	7,035,517	2,308,288	1,816,317	491,971	-	7,527,488	7.0%
Conservation Trust Fund	1,937,974	1,467,343	1,467,343	0	-	1,937,974	0.0%
Natural Areas Fund	7,051,401	11,174,883	11,147,489	27,394	-	7,078,795	0.4%
Cultural Services Fund	1,319,357	3,945,780	4,109,114	(163,334)	-	1,156,023	-12.4%
Recreation Fund	1,831,205	6,422,881	6,667,881	(245,000)	-	1,586,205	-13.4%
Cemeteries Fund	417,606	575,940	645,940	(70,000)	-	347,606	-16.8%
Perpetual Care Fund	1,734,034	67,272	17,428	49,844	-	1,783,878	2.9%
Museum Fund	831,475	1,038,186	1,038,186	0	-	831,475	0.0%
Transit Services Fund	3,298,593	13,247,429	13,712,429	(465,000)	-	2,833,593	-14.1%
Street Oversizing Fund	10,441,207	4,428,079	2,636,576	1,791,503	-	12,232,710	17.2%
Transportation Fund	11,604,080	23,258,659	24,494,203	(1,235,544)	-	10,368,536	-10.6%
Parking Fund	1,475,600	2,046,660	2,523,660	(477,000)	-	998,600	-32.3%
Timberline/Prospect SID #94	54,931	58,500	56,000	2,500	-	57,431	4.6%
Capital Leasing Corp Fund	0	4,636,235	4,636,235	0	-	0	0.0%
Capital Projects Fund	2,720,029	17,570,822	17,570,822	0	1,588,578	4,308,607	58.4%
Golf Fund *	5,535,240	3,307,330	3,246,424	60,906	534,920	6,131,066	10.8%
Light & Power Fund *	186,409,300	128,121,311	134,265,990	(6,144,679)	7,265,469	187,530,090	0.6%
Water Fund *	269,429,518	34,115,700	30,988,954	3,126,746	4,112,998	276,669,262	2.7%
Wastewater Fund *	155,967,774	25,760,960	25,654,781	106,179	5,610,766	161,684,719	3.7%
Stormwater Fund *	112,898,960	15,582,389	16,948,053	(1,365,664)	8,949,218	120,482,514	6.7%
Equipment Fund *	4,779,877	11,624,057	11,566,546	57,511	1,282,654	6,120,042	28.0%
Self Insurance Fund	2,134,121	3,153,816	3,405,515	(251,699)	-	1,882,422	-11.8%
Data & Communications Fund *	1,743,953	8,825,113	9,125,113	(300,000)	1,584,023	3,027,976	73.6%
Benefits Fund	6,700,910	24,287,851	24,429,049	(141,198)	-	6,559,712	-2.1%
Utility CS&A Fund *	2,617,317	17,174,997	17,197,847	(22,850)	478,527	3,072,994	17.4%
Employees' Retirement Fund	43,177,820	2,046,500	3,827,763	(1,781,263)	-	41,396,557	-4.1%
General Improvement District 1	962,560	314,000	1,193,565	(879,565)	-	82,995	-91.4%
GID #15 - Skyview	40,230	25,070	1,000	24,070	-	64,300	59.8%
URA Combined Fund	(9,040,753)	2,404,372	3,248,513	(844,141)	-	(9,884,894)	9.3%
TOTAL	945,693,913	533,551,707	556,455,973	(22,904,266)	31,407,153	954,196,800	0.9%

Note: Fund balance is composed of unrestricted, restricted, and non-liquid assets. The fund balance of funds with an asterisk include non-liquid capital assets in the amount of \$645,851,676. The total City fund balance excluding non-liquid assets is \$308,345,124. (\$954,196,800 less \$645,851,676)

SUMMARY OF CHANGE IN FUND BALANCE - 2016

FUND	Beginning Fund Balance 01/01/16	Revenue	Expenditures	Net of Revenue and Expenditures	Net Adjustments to GAAP	Ending Fund Balance 12/31/16	Percent Change
General Fund	65,235,922	124,918,364	129,111,563	(4,193,199)	-	61,042,723	-6.4%
Capital Expansion Fund	14,033,851	2,866,299	2,329,828	536,471	-	14,570,322	3.8%
Sales & Use Tax Fund	4,420,012	7,779,594	7,569,302	210,292	-	4,630,304	4.8%
Keep Fort Collins Great	12,638,339	25,991,695	26,757,976	(766,281)	-	11,872,058	-6.1%
Neighborhood Parkland Fund	7,527,488	1,918,003	1,598,270	319,733	-	7,847,221	4.2%
Conservation Trust Fund	1,937,974	1,470,234	1,470,234	0	-	1,937,974	0.0%
Natural Areas Fund	7,078,795	11,620,338	11,366,467	253,871	-	7,332,666	3.6%
Cultural Services Fund	1,156,023	3,855,773	3,940,134	(84,361)	-	1,071,662	-7.3%
Recreation Fund	1,586,205	6,612,477	6,856,477	(244,000)	-	1,342,205	-15.4%
Cemeteries Fund	347,606	594,195	644,195	(50,000)	-	297,606	-14.4%
Perpetual Care Fund	1,783,878	70,150	20,311	49,839	-	1,833,717	2.8%
Museum Fund	831,475	855,229	1,055,229	(200,000)	-	631,475	-24.1%
Transit Services Fund	2,833,593	13,139,480	13,604,480	(465,000)	-	2,368,593	-16.4%
Street Oversizing Fund	12,232,710	3,945,421	2,640,738	1,304,683	-	13,537,393	10.7%
Transportation Fund	10,368,536	16,183,398	16,436,787	(253,389)	-	10,115,147	-2.4%
Parking Fund	998,600	2,035,318	2,480,368	(445,050)	-	553,550	-44.6%
Timberline/Prospect SID #94	57,431	56,000	54,000	2,000	-	59,431	3.5%
Capital Leasing Corp Fund	0	4,619,279	4,619,279	0	-	0	0.0%
Capital Projects Fund	4,308,607	2,357,408	2,587,506	(230,098)	-	4,078,509	-5.3%
Golf Fund *	6,131,066	3,372,848	3,372,848	0	622,965	6,754,031	10.2%
Light & Power Fund *	187,530,090	133,493,648	136,436,585	(2,942,937)	5,430,399	190,017,552	1.3%
Water Fund *	276,669,262	34,011,650	41,396,658	(7,385,008)	14,206,230	283,490,484	2.5%
Wastewater Fund *	161,684,719	26,613,953	26,189,309	424,644	5,778,081	167,887,444	3.8%
Stormwater Fund *	120,482,514	15,690,453	15,639,510	50,943	7,686,815	128,220,272	6.4%
Equipment Fund *	6,120,042	12,278,497	12,235,244	43,253	1,535,615	7,698,910	25.8%
Self Insurance Fund	1,882,422	3,222,713	3,547,205	(324,492)	-	1,557,930	-17.2%
Data & Communications Fund *	3,027,976	10,520,742	10,520,742	0	2,731,662	5,759,638	90.2%
Benefits Fund	6,559,712	25,166,926	25,335,636	(168,710)	-	6,391,002	-2.6%
Utility CS&A Fund *	3,072,994	17,167,473	17,306,739	(139,266)	519,300	3,453,028	12.4%
Employees' Retirement Fund	41,396,557	1,989,250	4,127,950	(2,138,700)	-	39,257,857	-5.2%
General Improvement District 1	82,995	313,000	193,877	119,123	-	202,118	143.5%
GID #15 - Skyview	64,300	25,632	1,000	24,632	-	88,932	38.3%
URA Combined Fund	(9,884,894)	4,963,154	4,931,436	31,718	-	(9,853,176)	-0.3%
TOTAL	954,196,800	519,718,594	536,377,883	(16,659,289)	38,511,067	976,048,578	2.3%

Note: Fund balance is composed of unrestricted, restricted, and non-liquid assets. The fund balance of funds with an asterisk include non-liquid capital assets in the amount of \$692,038,172. The total City fund balance excluding non-liquid assets is \$284,010,406. (\$976,048,578 less \$692,038,172)

REVENUE SUMMARY

	Actual 2012	Actual 2013	Budget 2014	Budget 2015	% Change From 2014	Budget 2016
Property Taxes	\$ 18,187,824	\$ 18,484,916	\$ 18,929,162	\$ 19,758,496	4.4%	\$ 20,669,763
Sales & Use Tax	109,732,062	111,845,544	112,848,871	120,436,317	6.7%	110,996,611
Occupational Privilege Tax	2,559,562	2,652,965	2,490,000	2,545,000	2.2%	2,575,000
Lodging Taxes	1,011,840	1,102,694	975,000	1,215,000	24.6%	1,166,000
Licenses & Permits	2,186,082	3,043,149	2,989,306	3,227,400	8.0%	3,227,400
Fines & Forfeitures	2,782,990	2,804,662	2,750,958	2,437,380	-11.4%	2,490,158
Intergovernmental	46,551,222	61,259,358	29,838,770	18,635,230	-37.5%	18,776,850
Payment in Lieu of Taxes	8,860,949	9,078,370	9,290,197	9,872,000	6.3%	10,224,000
Charges for Service	77,001,833	80,275,912	79,309,372	89,395,966	12.7%	90,330,896
Charges for Service - Utilities/Golf	174,893,106	178,348,792	179,871,139	193,438,300	7.5%	199,851,818
Earnings on Investments	8,437,359	8,255,279	3,465,677	3,784,140	9.2%	4,315,027
Miscellaneous	18,128,545	29,282,390	10,891,954	14,142,500	29.8%	13,706,131
Proceeds of Debt Issuance	36,267,067	14,853,338	3,188,469	0	-100.0%	0
Other Financing Sources	822,350	1,195,101	305,701	62,500	-79.6%	62,500
Transfers from Funds	48,019,001	45,342,475	43,581,778	54,601,478	25.3%	41,326,440
TOTAL	\$555,441,792	\$567,824,943	\$500,726,354	\$533,551,707	6.6%	\$519,718,594
Less Internal Service Funds	(47,680,921)	(48,072,343)	(50,220,726)	(56,639,574)	12.8%	(58,001,215)
Less Transfers	(48,019,001)	(45,342,475)	(43,581,778)	(54,601,478)	25.3%	(41,326,440)
NET REVENUES	\$459,741,870	\$474,410,126	\$406,923,850	\$422,310,655	3.8%	\$420,390,939

EXPENDITURES BY TYPE

	Actual 2012	Actual 2013	Budget 2014	Budget 2015	% Change from 2014	Budget 2016
Salaries & Wages	89,708,964	93,997,664	100,835,708	103,328,160	2.5%	106,332,872
Benefits	24,886,449	25,850,714	28,221,144	31,334,113	11.0%	32,339,492
Professional & Technical	22,352,584	25,292,933	20,139,572	19,569,989	-2.8%	17,679,834
Governmental Services	21,034,936	22,656,833	23,781,338	23,648,504	-0.6%	24,216,318
Other Prof & Tech Services	3,918,397	6,001,696	5,787,385	6,357,399	9.8%	5,267,515
Utility Services	4,316,935	4,495,973	4,962,292	4,974,856	0.3%	5,251,059
Cleaning Services	1,557,083	1,801,397	1,872,694	1,913,763	2.2%	2,157,520
Repair & Maintenance Services	25,239,577	28,179,562	22,393,518	26,932,091	20.3%	20,226,727
Rental Services	1,332,369	1,440,691	2,062,968	1,335,841	-35.2%	1,358,821
Construction Services	4,584,630	10,222,056	10,328,480	8,163,940	-21.0%	8,617,184
Other Property Services	278,248	287,388	143,211	300,985	110.2%	304,725
Insurance	22,378,240	23,948,094	26,814,271	26,657,524	-0.6%	27,602,869
Communication Services	2,029,487	2,098,029	2,302,398	2,209,777	-4.0%	2,242,323
Internal Admin Services	23,342,640	24,248,403	26,431,090	29,368,024	11.1%	29,785,330
Employee Travel	820,768	1,049,323	1,321,335	1,420,072	7.5%	1,422,397
Other Purchased Services	4,172,749	2,969,292	3,859,429	3,606,680	-6.5%	3,235,995
Vehicle & Equipment Supplies	7,835,426	8,111,535	9,933,967	9,535,395	-4.0%	9,811,131
Land & Building Maint Supplies	3,198,719	1,846,865	3,022,652	2,081,301	-31.1%	2,157,575
Infrastructure Maint Supplies	4,293,877	3,961,411	4,424,234	3,070,700	-30.6%	2,412,360
Utility Supplies	13,082,521	10,117,999	6,192,955	6,595,513	6.5%	6,696,307
Office & Related Supplies	3,908,673	3,695,442	2,191,739	1,798,703	-17.9%	1,893,643
Health & Safety Supplies	319,148	414,402	533,050	370,582	-30.5%	356,615
Purchased Power	75,953,224	80,319,174	85,341,858	87,393,000	2.4%	91,616,000
Chemical Supplies	1,592,974	1,515,598	2,788,403	1,953,631	-29.9%	1,960,771
Other Supplies	4,379,726	3,552,946	6,508,380	4,529,457	-30.4%	4,361,048
Capital Purchases & Other	54,130,771	65,349,485	89,716,814	65,195,101	-27.3%	58,806,843
Depreciation	21,706,695	22,181,394	111,720	6,000	-94.6%	6,000
Bad Debt Expense	623,500	529,923	384,095	343,000	-10.7%	343,000
Rebates & Incentives	2,177,212	3,656,077	8,894,967	2,744,643	-69.1%	2,848,124
Grants	3,505,787	4,532,113	4,330,023	2,189,690	-49.4%	2,140,154
Debt Service & Related	59,630,243	31,746,832	21,401,136	21,384,483	-0.1%	21,600,891
Transfers to Funds	48,019,001	45,342,475	53,085,733	56,143,056	5.8%	41,326,440
TOTAL	556,311,552	561,413,720	580,118,558	556,455,973	-4.1%	536,377,883
Less Internal Service Funds	(53,267,686)	(56,417,072)	(62,783,038)	(63,604,140)	1.3%	(66,664,512)
Less Transfers	(48,019,001)	(45,342,475)	(53,085,733)	(56,143,056)	5.8%	(41,326,440)
NET EXPENDITURES	455,024,865	459,654,172	464,249,788	436,708,777	-5.9%	428,386,931

Note: The 2014 column shows the current budget.

EXPENDITURES BY AREA

	Actual 2012	Actual 2013	Budget 2014	Budget 2015	% Change from 2014	Budget 2016
Investigations	6,250,990	6,731,097	6,881,735	6,654,455	-3.3%	6,873,338
Police Information Services	8,237,206	6,875,222	8,504,048	7,703,349	-9.4%	7,883,287
Patrol	17,908,687	18,418,365	20,259,296	20,232,644	-0.1%	21,047,382
Office of the Chief	3,313,664	3,190,281	2,475,891	2,482,366	0.3%	2,507,223
Finance Administration	571,002	831,150	909,813	1,150,545	26.5%	1,097,517
Accounting, Sales Tax and Treasury	1,717,879	1,957,559	1,914,625	1,947,569	1.7%	1,814,223
Budget	351,851	354,748	418,214	445,387	6.5%	453,895
Purchasing	546,749	535,914	584,133	529,913	-9.3%	541,354
Safety, Security, & Risk Mgmt.	2,200,849	2,366,284	3,941,751	3,216,630	-18.4%	3,354,800
Non Departmental	5,684,583	6,104,690	6,386,913	6,260,684	-2.0%	5,840,679
Information Technology	8,998,400	8,364,743	8,480,155	8,688,562	2.5%	10,138,191
Operation Services	18,945,408	21,187,022	22,460,241	22,885,492	1.9%	21,973,495
Recreation	6,956,745	8,066,240	11,058,439	8,050,709	-27.2%	8,150,177
Community Services Admin	269,087	313,375	323,231	384,408	18.9%	392,747
Park Planning & Development	4,142,925	2,812,468	3,489,241	12,993,596	272.4%	4,658,409
Cultural Services	5,570,520	4,667,671	6,053,956	5,511,800	-9.0%	5,345,163
Parks	12,660,353	12,961,378	14,606,871	14,867,738	1.8%	15,185,514
Natural Areas	5,589,180	9,539,551	17,128,402	11,358,611	-33.7%	10,560,337
Utility Financial Operations	27,044,296	26,964,268	17,404,160	18,316,532	5.2%	18,418,826
Utilities Strategic Planning	351,364	448,948	635,407	353,912	-44.3%	472,039
Utility Tech. & Cust. Service	1,125,725	1,683,266	2,824,253	2,381,706	-15.7%	2,179,065
Utilities Customer Connections	8,834,787	9,937,349	13,523,179	14,375,584	6.3%	13,974,548
L&P Operations Service Unit	118,127,788	119,505,425	116,923,350	112,893,434	-3.4%	115,175,221
Ut Environmental Services Div	2,159,788	2,059,462	2,493,762	2,531,827	1.5%	2,518,127
Ut Process & Supervis Cntr Div	670,833	624,126	736,623	734,202	-0.3%	713,152
Ut Reg & Govt Affairs Div	694,425	854,367	979,509	1,025,155	4.7%	1,053,494
Ut Water Production Div	8,407,235	9,690,774	1,560,233	9,657,127	519.0%	18,577,371
Ut Water Resources Div	2,042,049	1,750,796	2,495,685	2,537,502	1.7%	2,549,515
Ut Wtr Reclama & Biosolids Div	12,203,895	6,492,900	9,255,721	11,559,114	24.9%	12,138,503
Ut Collection System Div	2,718,168	3,106,144	5,957,753	3,497,977	-41.3%	3,570,435
Ut Distribution System Div	3,810,109	4,197,700	7,812,846	3,326,977	-57.4%	5,038,848
Ut Drainage System Div	3,224,023	2,057,446	3,038,013	2,085,719	-31.3%	2,133,456
Ut Water Meters Div	825,383	612,694	881,391	1,016,129	15.3%	1,038,468
Ut Water Systems Engr Div	5,893,889	6,360,288	12,659,534	6,096,460	-51.8%	4,438,672
Ut Electric Systems Eng Div	1,415,441	1,308,042	1,418,423	1,649,403	16.3%	1,683,355
Ut Elec System Design & IT Div	1,225,424	1,177,617	1,733,014	1,567,119	-9.6%	1,574,184
Ut Standards Engineering Div	1,579,170	1,404,417	1,307,237	1,584,358	21.2%	1,614,331
Ut Water Utilities Engineering	1,977,234	2,880,189	5,622,755	2,359,352	-58.0%	2,078,563
Electric Field Services	5,762,142	5,936,759	6,281,886	8,247,355	31.3%	8,471,155
Utilities Management	815,803	797,098	13,024,211	1,506,194	-88.4%	1,682,347
Safety and Security	572,920	731,722	780,714	876,673	12.3%	852,432
PDT Administration	479,316	633,396	621,215	695,243	11.9%	645,899
Transfort / Dial-a-Ride	8,720,025	10,645,275	12,809,461	14,791,923	15.5%	15,141,461
Comm Dev & Neighborhood Svcs	5,030,478	5,080,852	7,545,829	7,873,458	4.3%	6,913,197
FC Moves	1,063,965	1,132,159	2,996,319	2,097,723	-30.0%	1,775,095
Streets	20,977,300	22,931,313	23,802,886	24,039,307	1.0%	16,549,843
Traffic	4,622,223	4,316,067	4,280,565	4,121,108	-3.7%	4,206,378
Engineering	33,390,916	50,141,196	18,786,638	12,143,550	-35.4%	8,281,125
Parking	1,753,147	2,146,315	2,559,552	2,574,576	0.6%	2,532,240
City Clerk's Office	835,780	790,162	808,323	906,739	12.2%	700,504
City Attorney's Office	1,261,192	1,441,756	1,911,921	1,958,381	2.4%	2,017,532
City Council	104,131	137,892	127,985	159,346	24.5%	159,727
City Manager's Office	2,446,706	2,525,127	2,660,043	2,774,976	4.3%	2,737,095

EXPENDITURES BY AREA

	Actual 2012	Actual 2013	Budget 2014	Budget 2015	% Change from 2014	Budget 2016
Municipal Court	550,014	549,489	637,586	692,593	8.6%	694,731
Comm. & Public Involvement	995,040	1,132,433	1,331,505	1,761,882	32.3%	1,785,180
Human Resources	21,571,439	23,693,268	26,272,367	26,707,740	1.7%	27,471,322
Economic Health Office	1,105,163	2,980,544	6,113,060	1,138,939	-81.4%	1,144,955
Social Sustainability	879,768	1,375,480	2,865,864	1,767,534	-38.3%	1,772,127
Environmental Services	1,510,865	1,645,118	1,870,250	2,597,543	38.9%	1,597,481
Sustainability Services Admin	188,630	433,674	671,708	458,263	-31.8%	463,983
Urban Renewal Authority	495,428	4,668,120	923,337	1,855,993	101.0%	3,522,104
Poudre Fire Authority	19,282,813	20,065,222	20,808,662	22,267,348	7.0%	23,574,735
Debt & Other Uses	59,630,243	31,746,832	21,401,136	21,384,483	-0.1%	21,600,891
Transfers Out	48,019,001	45,342,475	53,085,733	56,143,056	5.8%	41,326,440
TOTAL	556,311,552	561,413,720	580,118,558	556,455,973	-4.1%	536,377,883
Less Internal Service Funds	(53,267,686)	(56,417,072)	(62,783,038)	(63,604,140)	1.3%	(66,664,512)
Less Transfers	(48,019,001)	(45,342,475)	(53,085,733)	(56,143,056)	5.8%	(41,326,440)
NET EXPENDITURES	455,024,865	459,654,172	464,249,788	436,708,777	-5.9%	428,386,931

Note: The 2014 Budget column shows the current budget.

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

Service Area and Department	Budget 2013	Revised 2013	Budget 2014	Revised 2014	Budget 2015	Budget 2016
Executive, Legislative, & Judicial	35.11	36.10	36.19	42.30	44.30	44.30
City Attorney	13.75	13.75	14.25	17.25	17.25	17.25
City Manager	10.01	11.00	10.59	12.00	14.00	14.00
Municipal Court	5.60	5.60	5.60	7.05	7.05	7.05
City Clerk	5.75	5.75	5.75	6.00	6.00	6.00
Community & Operations Services	285.55	291.80	285.55	293.80	296.30	297.55
Community Services Administration	2.00	2.00	2.00	2.00	2.00	2.00
Cultural Services	18.80	21.80	18.80	21.80	21.80	21.80
Natural Areas	31.00	29.50	31.00	29.75	29.75	29.75
Parks	68.75	69.75	68.75	69.75	70.75	71.75
Parks Planning & Development	5.00	5.00	5.00	5.00	5.00	5.00
Recreation	39.25	39.00	39.25	39.25	39.25	39.25
Information Technology	58.75	58.75	58.75	59.25	59.75	60.00
Operation Services						
Fleet	31.60	31.60	31.60	32.00	32.00	32.00
Building & ROW	30.40	34.40	30.40	35.00	36.00	36.00
Employee & Communication Services	30.00	30.50	30.00	33.80	35.80	35.80
Communications & Public Involvement	9.00	9.50	9.00	12.80	13.30	13.30
Human Resources	21.00	21.00	21.00	21.00	22.50	22.50
Financial Services	39.80	40.80	39.80	39.80	38.80	38.80
Finance Administration	6.00	6.00	5.00	6.00	5.00	5.00
Budget	4.00	4.00	4.00	4.00	4.00	4.00
Accounting, Sales Tax, Treasury	13.00	13.00	13.00	13.00	13.00	13.00
Sales Tax	6.00	6.00	6.00	6.00	6.00	6.00
Purchasing	6.00	7.00	7.00	6.00	5.00	5.00
Safety, Security & Risk Management	4.80	4.80	4.80	4.80	5.80	5.80
Police Services	291.25	296.25	291.25	294.25	300.25	300.25
Information Services	67.50	64.50	67.50	64.50	64.50	64.50
Investigations	63.00	55.00	63.00	55.00	55.00	55.00
Office of the Chief	16.75	16.75	16.75	16.00	16.00	16.00
Patrol	144.00	160.00	144.00	158.75	164.75	164.75
Planning, Development & Transportation	201.55	221.35	201.55	219.55	222.05	222.05
PDT Administration	4.80	4.80	4.80	3.00	3.00	3.00
Engineering	28.00	28.00	28.00	28.00	29.00	29.00
Comm. Dev. & Neighborhood Services	44.00	46.80	44.00	46.80	47.30	47.30
FC Moves	4.00	4.00	4.00	4.00	4.00	4.00
Parking Services	15.00	15.00	15.00	15.00	15.00	15.00
Streets	29.75	41.75	29.75	41.75	41.75	41.75
Traffic	19.00	21.00	19.00	21.00	22.00	22.00
Transport/Dial-a-Ride	57.00	60.00	57.00	60.00	60.00	60.00
Sustainability Services	17.00	20.30	17.00	19.55	20.75	20.75
Economic Health	6.00	4.75	6.00	4.00	4.00	4.00
Urban Renewal Authority	0.00	2.00	0.00	2.00	2.00	2.00
Environmental Services	6.50	8.25	6.50	8.25	8.75	8.75
Social Sustainability	4.50	5.30	4.50	5.30	6.00	6.00
Utility Services	335.95	350.25	335.95	351.80	352.80	352.80
Customer Service & Administration	79.00	85.00	79.00	87.55	86.55	86.55
Light and Power	98.25	105.25	98.25	104.25	104.25	104.25
Stormwater	25.50	25.50	25.50	25.50	25.50	25.50
Wastewater	59.00	59.00	59.00	59.00	59.50	59.50
Water	74.20	75.50	74.20	75.50	77.00	77.00
TOTAL CLASSIFIED/UNCLASSIFIED	1,236.21	1,287.35	1,237.29	1,294.85	1,311.05	1,312.30
CONTRACTUAL	51.75	29.00	51.75	30.80	26.80	26.80
TOTAL CLASSIFIED/UNCLASSIFIED/ CONTRACTUAL	1,287.96	1,316.35	1,289.04	1,325.65	1,337.85	1,339.10

2015-2016 Full Time Equivalents (“FTE”)

An increase of 24.45 FTE is included in the 2015-2016 Budget. The increase includes 22.45 classified/unclassified FTE and 2.00 contractual FTE.

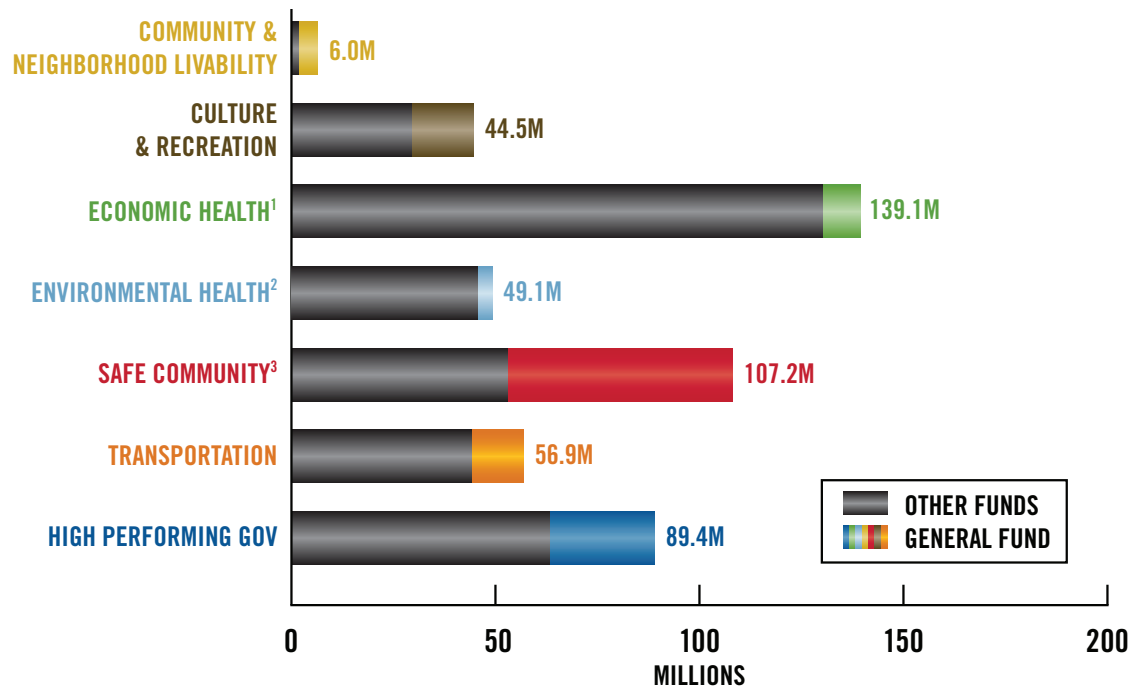
The following table summarizes the classified, unclassified management, and contractual FTE increases by Service Area.

Service Area	Budget 2015	Budget 2016
Executive, Legislative & Judicial	0.00	0.00
Community & Operation Services	3.50	4.75
Employee & Communication Services	2.00	2.00
Financial Services	2.00	2.00
Police Services	6.00	6.00
Planning, Development & Transportation Services	2.50	2.50
Sustainability Services	3.20	3.20
Utility Services	4.00	4.00
Total	23.20	24.45

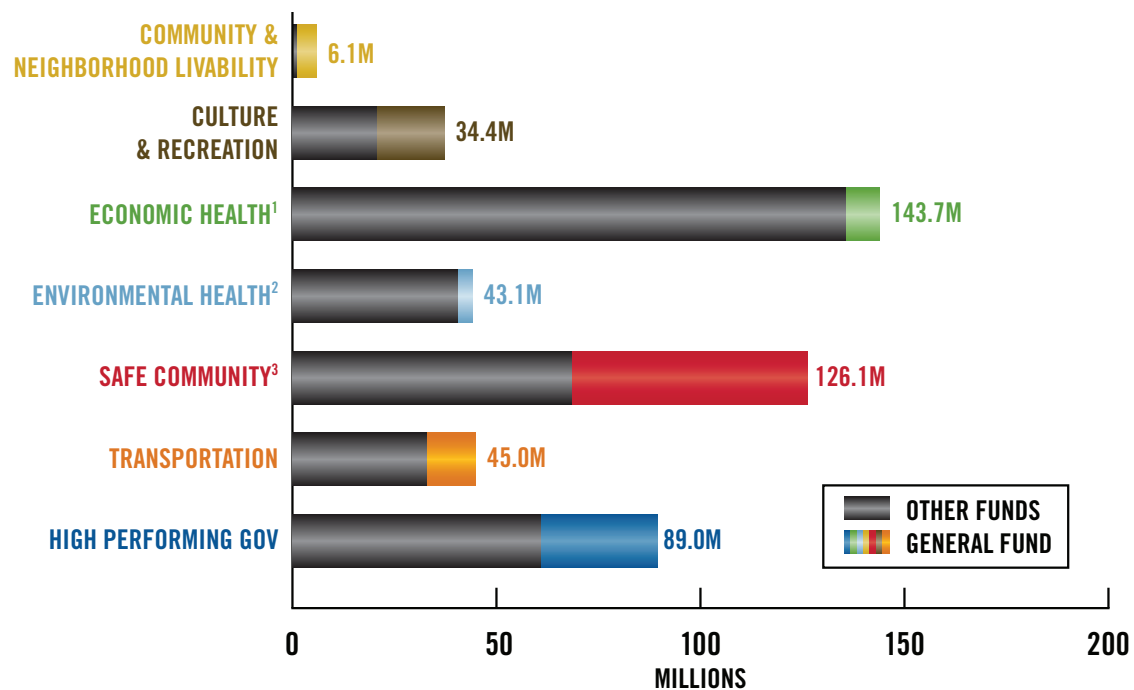
However, the net change in FTE in 2016 compared to the 2014 Revised FTE, reflects an increase of only 13.45 FTE. This is the result of 5.00 classified positions and 6.00 contractual positions being eliminated. The net increase in classified/unclassified FTE is 17.45 and the net decrease in contractual FTE is 4.00. Total budgeted positions in 2016 are 1,339.10 FTE.

FTE Changes	Classified/ Unclassified	Contractual	Total
Additional FTE in the 2015-16 budget	22.45	2.00	24.45
Eliminated positions	(5.00)	(6.00)	(11.00)
Net change in FTE	17.45	(4.00)	13.45

Total Allocation by Outcome: \$556.5M*
 General Fund & Other Funds: 2015



Total Allocation by Outcome: \$536.4M*
 General Fund & Other Funds: 2016



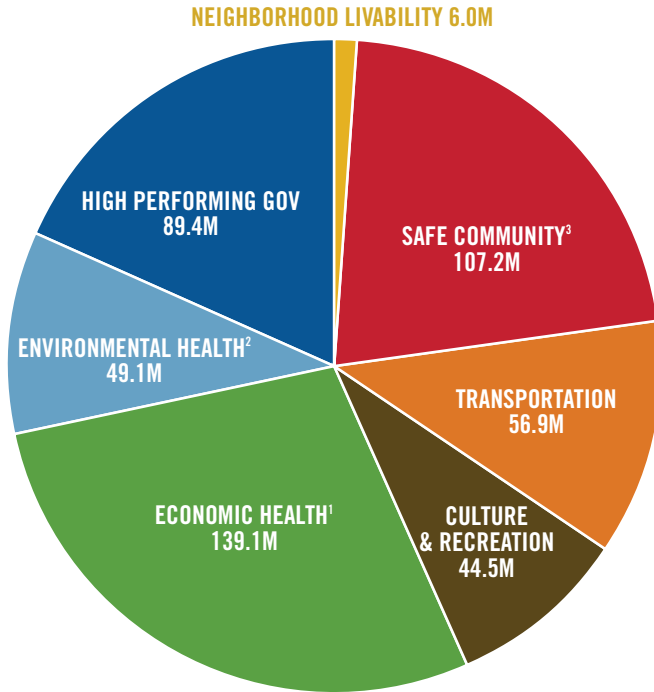
* In addition to the seven outcomes, the total allocation by results also includes \$64.3M in 2015 and \$49M in 2016 for items like transfers between funds, debt service, payments to retirees and insurance costs. See the Budget Overview for more information.

¹ Electric

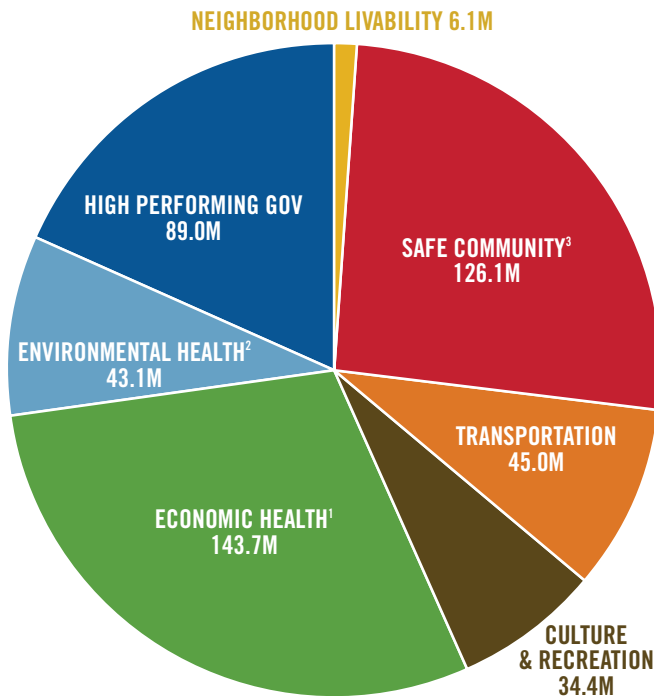
² Natural Areas, Wastewater

³ Police, Fire, Water, Stormwater

Total Allocation by Outcome: \$556.5M*
 General Fund & Other Funds: 2015



Total Allocation by Outcome: \$536.4M*
 General Fund & Other Funds: 2016



* In addition to the seven outcomes, the total allocation by results also includes \$64.3M in 2015 and \$49M in 2016 for items like transfers between funds, debt service, payments to retirees and insurance costs. See the Budget Overview for more information.

¹ Electric

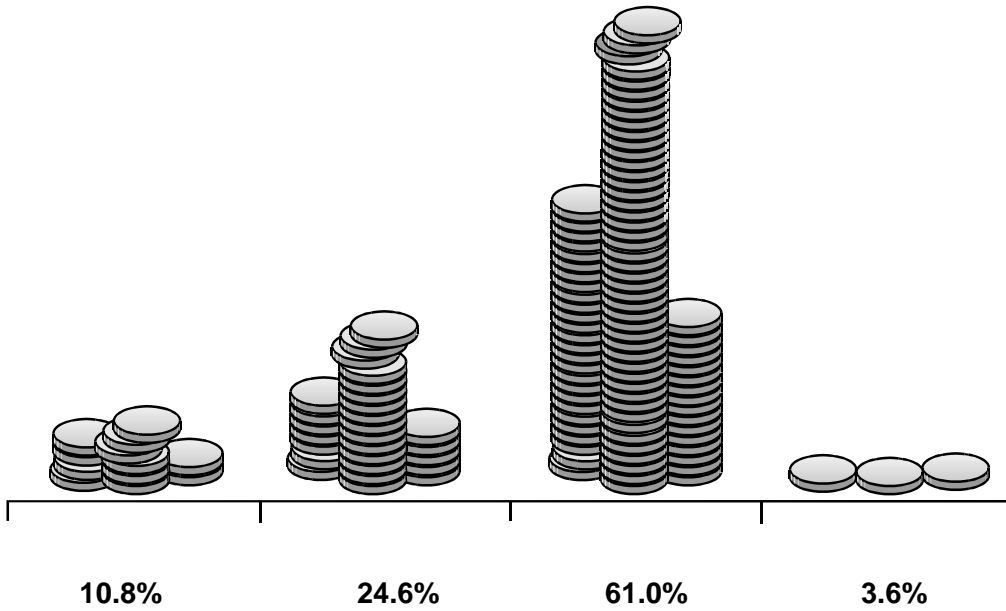
² Natural Areas, Wastewater

³ Police, Fire, Water, Stormwater

**WHAT DOES A CITY PROPERTY OWNER PAY?
2015 Property Tax Based on 2014 Assessment**

MILL LEVY

<u>CITY</u>	<u>COUNTY</u>	<u>POUDRE SCHOOL & LIBRARY DISTRICT</u>	<u>OTHER</u>	<u>TOTAL</u>
9.797	22.459	55.654	3.309	91.219



To illustrate the City property tax portion payable in 2014 by an individual owning a home valued at \$200,000 and a business owning property valued at \$600,000:

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

<u>ACTUAL VALUE</u>				<u>ASSESSED VALUE</u>
\$ 200,000	X	.0796	=	\$ 15,920
\$ 600,000	X	.2900	=	\$ 174,000

The 2015 City mill levy is 9.797 mills based on the 2014 assessed value of property (a mill equals one dollar for every thousand dollars of assessed valuation).

<u>ASSESSED VALUE</u>		<u>MILL LEVY</u>		<u>CITY PROPERTY TAX</u>
\$ 15,920	X	.009797	=	\$ 155.97
\$ 174,000	X	.009797	=	\$1,704.68



Community and Neighborhood Livability

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



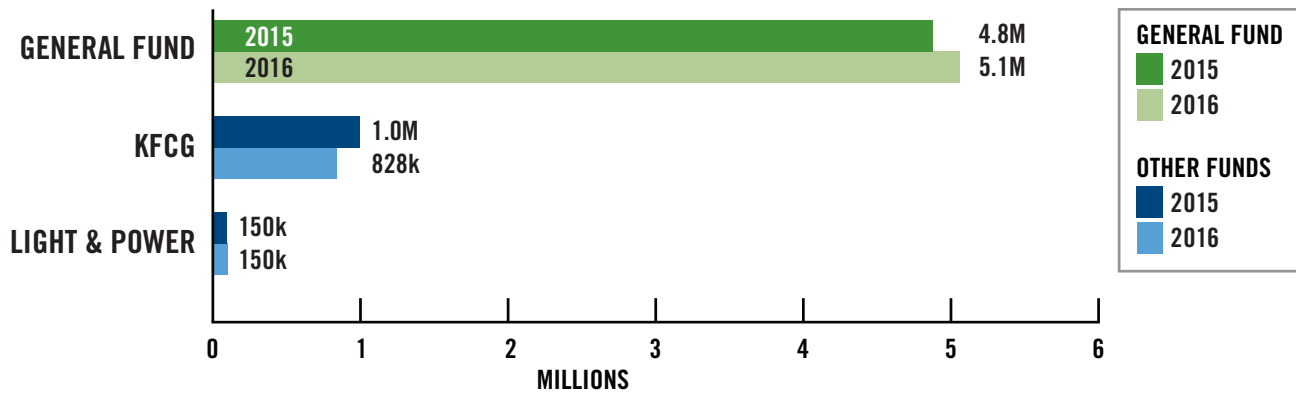


Community & Neighborhood Livability

2015 General Fund & Other Funds – 6.0M

2016 General Fund & Other Funds – 6.1M

- Code Enforcement
- Neighborhood Services
- Affordable Housing



OVERVIEW

Community and Neighborhood Livability is one of the smaller Outcomes in terms of overall funding, but it is very important to maintaining the high quality in life of Fort Collins. The strategic objectives for Community and Neighborhood Livability, as outlined in the 2015–2016 Strategic Plan, are as follows:

- 1.1. Improve access to a broad range of quality housing that is safe, accessible and affordable.
- 1.2. Preserve the significant historical character of the community.
- 1.3. Direct and guide growth in the community through appropriate planning, annexation, land use and development review processes.
- 1.4. Preserve and provide responsible access to nature.
- 1.5. Preserve and enhance the City’s sense of place.
- 1.6. Promote health and wellness within the community.
- 1.7. Leverage and improve collaboration with other service agencies to address the prevention of homelessness, poverty issues and other high priority human service needs.
- 1.8. Expand organizational and community knowledge about diversity, and embrace cultural differences.
- 1.9. Develop clear goals, strategic definition and description of the City’s social sustainability role within the community.
- 1.10. Address neighborhood parking issues.
- 1.11. Maintain and enhance attractive neighborhoods through City services, innovative enforcement techniques, and voluntary compliance with City codes and regulations.
- 1.12. Foster positive and respectful neighbor relationships and open communication, as well as provide and support conflict resolution.

FUNDING SOURCES

This Outcome is primarily funded from General Fund revenues with additional funding from the Keep Fort Collins Great and Light and Power funds.

KEY PURCHASES

- Neighborhood and Building Services programs, including code enforcement, mediation and restorative justice
- Social Sustainability programs including affordable housing and human services
- Low income, senior, and disabled rebate programs
- Neighborhood street tree replacement
- Community garden outreach programs
- Larimer Humane Society Contract

ENHANCEMENTS PURCHASED

	2015	2016
Code Compliance	25,000	25,000
Low Income, Senior and Disabled Rebate Programs	24,789	25,278
Salary Backfill Due to Increased HUD Oversight	48,170	47,112
Community Garden Outreach Program	20,000	20,000
Multicultural Community Planning, Outreach and Programming	18,000	18,000
Green Street Implementation: Remington Greenway Extension	150,000	0
Additional Medians and Streetscapes Maintenance	200,000	200,000
Traffic Calming - Capital	100,000	400,000
Additional Funding for Affordable Housing Fund	200,000	200,000
Homelessness Initiatives	25,000	25,000
Alley Maintenance	125,000	125,000
Lincoln Plan Neighborhood Projects	380,000	176,000
Renewal of Neighborhoods in a State of Change	300,000	300,000
Positions added:		
- Affordable Housing Administrator - 0.2 FTE	0	0
- Conversion from Hourly to Classified Median Horticulture Technician - 1.0 FTE	11,627	12,463
- Increase and Reclassification from Administrative Assistant II to Administrative Assistant - 0.5 FTE	0	0
	1,627,586	1,573,853

COMMUNITY AND NEIGHBORHOOD LIVABILITY - 2015

Offer	Offer Cost		Offer Funding		
	Total	Dedicated	GENERAL FUND Ongoing	OTHER FUNDS	RESERVES
77.1 Neighborhood Services and Programs	1,286,076	55,000	1,231,076	0	0
		<i>Development Review Special Assessments</i>			
77.2 Larimer Humane Society Contract	869,314	0	869,314	0	0
140.1 Community Garden Outreach Program	95,185	0	95,185	0	0
14.1 Low Income, Senior and Disabled Rebate Programs	265,404	0	265,404	0	0
64.1 KFCG: Residential Parking Permit Program	50,916	0	0	50,916	0
				<i>Keep Fort Collins Great Fund</i>	
14.2 ENHANCEMENT: Low Income, Senior and Disabled Rebate Programs	24,789	0	24,789	0	0
48.1 Social Sustainability Programs and Services	1,326,364	0	1,076,317	250,047	0
				<i>City of Fort Collins Keep Fort Collins Great Fund</i>	
101.1 Medians and Streetscapes Maintenance	509,141	8,670	500,471	0	0
		<i>Park Fees</i>			
48.14 ENHANCEMENT: Salary Backfill Due to Increased HUD Oversight	48,170	0	48,170	0	0
17.2 KFCG ENHANCEMENT: Lincoln Plan Neighborhood Projects	380,000	0	0	380,000	0
				<i>Keep Fort Collins Great Fund</i>	
48.8 KFCG ENHANCEMENT: Additional Funding for Affordable Housing Fund	200,000	0	0	200,000	0
				<i>Keep Fort Collins Great Fund</i>	
48.7 KFCG ENHANCEMENT: Homelessness Initiatives	25,000	0	0	25,000	0
				<i>Keep Fort Collins Great Fund</i>	

COMMUNITY AND NEIGHBORHOOD LIVABILITY - 2015

Offer	Offer Cost		Offer Funding			
	Total	Dedicated	GENERAL FUND Ongoing	OTHER FUNDS	RESERVES	
17.1 ENHANCEMENT: Green Street Implementation: Remington Greenway Extension	150,000	150,000	0	0	0	
						<i>General One-time Revenue</i>
101.2 ENHANCEMENT: Conversion from Hourly to Classified Median Horticulture Technician - 1.0 FTE	11,627	11,627	0	0	0	
						<i>Park Fees</i>
140.2 ENHANCEMENT: Community Garden Outreach Program	20,000	0	20,000	0	0	
48.5 ENHANCEMENT: Affordable Housing Administrator - 0.2 FTE	0	0	0	0	0	<i>City of Fort Collins</i>
101.4 ENHANCEMENT: Additional Medians and Streetscapes Maintenance	200,000	0	0	0	200,000	<i>General Fund</i>
48.11 ENHANCEMENT: Increase and Reclassification from Administrative Assistant II to Administrative Assistant - 0.5 FTE	0	0	0	0	0	<i>City of Fort Collins</i>
48.12 ENHANCEMENT: Multicultural Community Planning, Outreach and Programming	18,000	0	18,000	0	0	
48.3 ENHANCEMENT: Renewal of Neighborhoods in a State of Change	300,000	150,000	0	0	150,000	<i>Light & Power Fund</i>
						<i>General One-time Revenue</i>
17.3 ENHANCEMENT: Traffic Calming - Capital	100,000	0	0	0	100,000	<i>General Fund</i>
172.1 KFCG ENHANCEMENT: Alley Maintenance	125,000	0	0	125,000	0	<i>Keep Fort Collins Great Fund</i>

COMMUNITY AND NEIGHBORHOOD LIVABILITY - 2015

Offer	Offer Cost		Offer Funding			
	Total	Dedicated	GENERAL FUND Ongoing	OTHER FUNDS	RESERVES	
77.4 ENHANCEMENT: Code Compliance	25,000	25,000	0	0	0	
		<i>Development Review</i>				
Funded Offers	6,029,986	400,297	4,148,726	1,030,963	450,000	
64.2 KFCG ENHANCEMENT: Conversion from Hourly to Contractual Residential Parking Services Coordinator - 1.0 FTE	50,000	0	0	50,000	0	
				<i>Keep Fort Collins Great Fund</i>		
48.6 ENHANCEMENT: Expanding WorkLife's Navigator Program	15,000	0	15,000	0	0	
48.13 ENHANCEMENT: Competitive Program Financial Coordinator - 0.5 FTE	27,873	0	27,873	0	0	
				<i>City of Fort Collins</i>		
77.3 ENHANCEMENT: Sustainable Neighborhoods Pilot Program	47,298	0	47,298	0	0	
48.2 KFCG ENHANCEMENT: Update of City's Equity and Social Justice Plan	50,000	0	0	50,000	0	
				<i>Keep Fort Collins Great Fund</i>		
48.10 ENHANCEMENT: Sustainability Specialist - 1.0 FTE	69,447	0	69,447	0	0	
48.9 KFCG ENHANCEMENT: Social Superstars Coordinator & Program Funding - 0.5 FTE	54,734	0	0	54,734	0	
				<i>Keep Fort Collins Great Fund</i>		
153.1 KFCG ENHANCEMENT: Sustainability Services Project and Policy Manager - 1.0 FTE	113,075	0	0	113,075	0	
				<i>Keep Fort Collins Great Fund</i>		
Unfunded Offers	427,427	0	159,618	267,809	0	

COMMUNITY AND NEIGHBORHOOD LIVABILITY - 2015

Offer	<u>Offer Cost</u>	<u>Offer Funding</u>			
	Total	GENERAL FUND		OTHER FUNDS	RESERVES
		Dedicated	Ongoing		
Total Offers	6,457,413	400,297	4,308,344	1,298,772	450,000

COMMUNITY AND NEIGHBORHOOD LIVABILITY - 2016

Offer	Offer Cost		Offer Funding		
	Total	Dedicated	GENERAL FUND Ongoing	OTHER FUNDS	RESERVES
77.1 Neighborhood Services and Programs	1,312,191	55,000	1,257,191	0	0
		<i>Development Review Special Assessments</i>			
77.2 Larimer Humane Society Contract	898,393	0	898,393	0	0
140.1 Community Garden Outreach Program	99,215	0	99,215	0	0
14.1 Low Income, Senior and Disabled Rebate Programs	270,296	0	270,296	0	0
64.1 KFCG: Residential Parking Permit Program	51,872	0	0	51,872	0
				<i>Keep Fort Collins Great Fund</i>	
14.2 ENHANCEMENT: Low Income, Senior and Disabled Rebate Programs	25,278	0	25,278	0	0
48.1 Social Sustainability Programs and Services	1,332,015	0	1,081,968	250,047	0
				<i>City of Fort Collins Keep Fort Collins Great Fund</i>	
101.1 Medians and Streetscapes Maintenance	535,854	8,973	526,881	0	0
		<i>Park Fees</i>			
48.14 ENHANCEMENT: Salary Backfill Due to Increased HUD Oversight	47,112	0	47,112	0	0
17.2 KFCG ENHANCEMENT: Lincoln Plan Neighborhood Projects	176,000	0	0	176,000	0
				<i>Keep Fort Collins Great Fund</i>	
48.8 KFCG ENHANCEMENT: Additional Funding for Affordable Housing Fund	200,000	0	0	200,000	0
				<i>Keep Fort Collins Great Fund</i>	
48.7 KFCG ENHANCEMENT: Homelessness Initiatives	25,000	0	0	25,000	0
				<i>Keep Fort Collins Great Fund</i>	

COMMUNITY AND NEIGHBORHOOD LIVABILITY - 2016

Offer	Offer Cost		Offer Funding		
	Total	GENERAL FUND Dedicated	Ongoing	OTHER FUNDS	RESERVES
101.2 ENHANCEMENT: Conversion from Hourly to Classified Median Horticulture Technician - 1.0 FTE	12,463	12,463	0	0	0
		<i>Park Fees</i>			
140.2 ENHANCEMENT: Community Garden Outreach Program	20,000	0	20,000	0	0
48.5 ENHANCEMENT: Affordable Housing Administrator - 0.2 FTE	0	0	0	0	0
				<i>City of Fort Collins</i>	
101.4 ENHANCEMENT: Additional Medians and Streetscapes Maintenance	200,000	0	0	0	200,000
					<i>General Fund</i>
48.11 ENHANCEMENT: Increase and Reclassification from Administrative Assistant II to Administrative Assistant - 0.5 FTE	0	0	0	0	0
				<i>City of Fort Collins</i>	
48.12 ENHANCEMENT: Multicultural Community Planning, Outreach and Programming	18,000	0	18,000	0	0
48.3 ENHANCEMENT: Renewal of Neighborhoods in a State of Change	300,000	150,000	0	0	150,000
		<i>General One-time Revenue</i>			<i>Light & Power Fund</i>
17.3 ENHANCEMENT: Traffic Calming - Capital	400,000	0	0	0	400,000
					<i>General Fund</i>
172.1 KFCG ENHANCEMENT: Alley Maintenance	125,000	0	0	125,000	0
				<i>Keep Fort Collins Great Fund</i>	
77.4 ENHANCEMENT: Code Compliance	25,000	25,000	0	0	0
		<i>Development Review</i>			

COMMUNITY AND NEIGHBORHOOD LIVABILITY - 2016

Offer	Funded Offers	Offer Cost	Offer Funding			
		Total	GENERAL FUND		OTHER FUNDS	RESERVES
			Dedicated	Ongoing		
		6,073,689	251,436	4,244,334	827,919	750,000
64.2 KFCG ENHANCEMENT: Conversion from Hourly to Contractual Residential Parking Services Coordinator - 1.0 FTE		50,000	0	0	50,000	0
					<i>Keep Fort Collins Great Fund</i>	
48.6 ENHANCEMENT: Expanding WorkLife's Navigator Program		35,000	0	35,000	0	0
48.13 ENHANCEMENT: Competitive Program Financial Coordinator - 0.5 FTE		26,637	0	26,637	0	0
					<i>City of Fort Collins</i>	
77.3 ENHANCEMENT: Sustainable Neighborhoods Pilot Program		53,531	0	53,531	0	0
48.10 ENHANCEMENT: Sustainability Specialist - 1.0 FTE		90,401	0	90,401	0	0
48.9 KFCG ENHANCEMENT: Social Superstars Coordinator & Program Funding - 0.5 FTE		53,868	0	0	53,868	0
					<i>Keep Fort Collins Great Fund</i>	
153.1 KFCG ENHANCEMENT: Sustainability Services Project and Policy Manager - 1.0 FTE		114,118	0	0	114,118	0
					<i>Keep Fort Collins Great Fund</i>	
	Unfunded Offers	423,555	0	205,569	217,986	0
	Total Offers	6,497,244	251,436	4,449,903	1,045,905	750,000

COMMUNITY AND NEIGHBORHOOD LIVABILITY

14.1 Low Income, Senior and Disabled Rebate Programs - Funded

2015 - \$265,404

2016 - \$270,296

This offer funds three rebate programs offered to low-income citizens, including a property tax/rent rebate and a utility rebate, both available to low-income senior and disabled residents. Also included is a sales tax on food rebate available to all low-income residents. Finance proposes to continue administering these program and aims to increase participation by 10% in 2015-2016.

Property Tax Rebate: Established in 1972 for low-income senior residents, expanded in 1980 to include low-income disabled residents. Eligible property owners are entitled to a refund of all City property taxes paid the preceding year. Eligible renters are entitled to a rebate of 1.44% of rental payments for property on which City property taxes were paid. Income eligibility level was updated in 1998 to 30% of the area median income (AMI) as reported by HUD on an annual basis, updated again in 2012 to 50% of the AMI.

Utility Tax Rebate: Established in 1975 for low-income senior residents. Program applies to applicants who hold an account with City of Fort Collins Utilities. Amount of refund based on average monthly residential consumption of water, wastewater, stormwater and electric service. Income eligibility updated in 1998 to 30% of the AMI, updated again in 2012 to 50% of the AMI.

Sales Tax on Food Rebate: Established in 1984 at \$25 per person in eligible household. Rebate amount updated to \$40 per person in 1998. Income eligibility level raised to 50% of AMI in 2005. Rebate amount per person updated to \$54 dollars in 2012, to be updated annually.

Applications are submitted by mail or in person, and staff is available to assist citizens with applications. We verify income, check with Utilities on account status, hold payments for outstanding utility bills, verify residence is inside City limits, check property valuations, create new vendor numbers, respond to phone and walk-in inquiries, process checks and correspondence, file, and fulfill other clerical functions.

14.2 ENHANCEMENT: Low Income, Senior and Disabled Rebate Programs - Funded

2015 - \$24,789

2016 - \$25,278

This offer proposes to increase funding by 10% for three rebate programs offered to low-income citizens, including a property tax/rent rebate and a utility rebate, both available to low-income senior and disabled residents, and sales tax on food rebate available to all low-income residents. Staff has received direction from City Council to grow the program in an attempt to reach a larger portion of our low-income, disabled and senior citizens. This offer is intended to expand the outreach and the actual dollars refunded by 10%.

Property Tax Rebate: Established in 1972 for low-income senior residents, expanded in 1980 to include low-income disabled residents. Eligible property owners are entitled to a refund of all City property taxes paid the preceding year. Eligible renters are entitled to a rebate of 1.44% of rental payments for property on which City property taxes were paid. Income eligibility level was updated in 1998 to 30% of the area median income (AMI) as reported by HUD on an annual basis, updated again in 2012 to 50% of the AMI.

Utility Tax Rebate: Established in 1975 for low-income senior residents. Program applies to applicants who hold an account with City of Fort Collins Utilities. Amount of refund based on average monthly residential consumption of water, wastewater, stormwater and electric service. Income eligibility updated in 1998 to 30% of the AMI, updated again in 2012 to 50% of the AMI.

COMMUNITY AND NEIGHBORHOOD LIVABILITY

Sales Tax on Food Rebate: Established in 1984 and set at \$25 per person in eligible household. Rebate amount updated to \$40 per person in 1998. Income eligibility level raised to 50% of AMI in 2005. Rebate amount per person updated to \$54 dollars in 2012, to be updated annually.

17.1 ENHANCEMENT: Green Street Implementation: Remington Greenway Extension - Funded **2015 - \$150,000**
2016 - \$0

This offer is to fund the ongoing implementation of Green Street/Street Reshaping projects. The Remington Greenway (from Prospect Road north to Mountain Avenue) is the first green street demonstration project under development. Additional funding is needed in 2015 to extend the Remington Greenway south of Prospect to the Spring Creek Trail. This will include a street overlay provided by the Streets Department, extension of the buffered bike lanes, improvements to the Prospect and Remington intersection and improved connections to the Spring Creek Trail, along with improvements to the trail itself.

The City's street system was primarily built to move cars as efficiently as possible. The result, in many areas of the City, are wide, fast streets that are not very friendly for walking and bicycling and consist of excessive pavement for storm water runoff. In 2011 the community, through City Plan and the Transportation Master Plan (TMP), identified reshaping existing streets as one of the top transportation priorities. The TMP defined the idea of reshaping streets (into green streets) as follows:

"A change that would rethink and reshape existing streets and standards to emphasize lower vehicle speeds and encourage walking, bicycling, and transit modes in the existing cross sections of roadways and trails. It would mean limited roadway expansion to increase vehicle capacity or minimize delays. In addition, focus would be on a quality transportation experience that supports the surrounding context. For example, street design in activity centers could emphasize pedestrian, bicycle, and transit safety and comfort while street design in other locations could emphasize travel time and automobile mobility. This key choice would require even more context-sensitive design and flexibility than the current set of street standards used by the City."

17.2 KFCG ENHANCEMENT: Lincoln Plan Neighborhood Projects - Funded **2015 - \$380,000**
2016 - \$176,000

This offer will fund the design and construction of several of the neighborhood projects identified in the Lincoln Corridor Plan through substantial outreach to the neighborhoods during the planning process. The projects are generally located within the Northside Neighborhoods (Buckingham, Andersonville, San Cristo/Via Lopez, and Alta Vista). These neighborhoods are historic, low-income, minority neighborhoods with substandard infrastructure. Some projects were also previously identified in earlier plans (e.g., Northside Neighborhood Plan (2006), Pedestrian Plan (2011)); others arose during the recent Lincoln planning process.

The projects address existing deficiencies, enhance livability, and celebrate the historical and cultural heritage of our Northside neighborhoods and were well supported by the community during the Lincoln outreach process. A variety of City departments (e.g., FC Moves, Planning, Engineering, Traffic Operations, Parks, Transport, and Streets) are committed to collaborating on the implementation of these projects. Staff will finalize the specific projects to be included in the final Offer prior to 1st reading, and funding sources would include both KFCG Other Transportation and KFCG Parks.

COMMUNITY AND NEIGHBORHOOD LIVABILITY

17.3 ENHANCEMENT: Traffic Calming - Capital - Funded **2015 - \$100,000**
2016 - \$400,000

This offer funds a program to design and construct targeted traffic calming and safety measures on key neighborhood streets. Today the City takes a “complete streets” approach to the transportation network, where all users are accommodated and streets are designed to fit the context of the surrounding area. This has not always been the case, however, and many local and collector streets function to move automobile traffic as efficiently as possible with little consideration for pedestrians, cyclists, or the residential character of adjacent land uses. Solutions can often be found to make these streets calmer and more inviting to nearby residents, but a dedicated source of funding for these improvements is lacking. The Traffic Calming- Capital program will provide the funding needed to identify and construct these types of projects.

The \$100,000 allocated in 2015 will focus on a study to identify possible sites for traffic calming, conduct public outreach, and develop design solutions to neighborhood traffic issues. Measures that will be considered include but are not limited to street reshaping, narrowing of travel lanes, speed humps, signage, bicycle facility improvements, installation of medians and/or pedestrian refuges, crosswalks and sidewalk bulb-outs, and other pedestrian improvements. The study will collect data and evaluate alternatives for the optimal implementation of the program. The selected site may be one or more geographic areas or neighborhoods in the city, a corridor, or a collection of corridors. Prior to proceeding with final site selection and design, staff will bring potential locations and design concepts to City Council for discussion and consideration. In 2016 \$400,000 plus any remaining funds from the previous year will be applied to final design and construction of the preferred traffic calming solutions.

48.1 Social Sustainability Programs and Services - Funded **2015 - \$1,326,364**
2016 - \$1,332,015

This offer provides the non-federal funding support for the City’s Social Sustainability Department, which was formed in 2012 as part of the City’s evolution to a ‘triple-bottom line’ focus. Our role is to ensure that the Fort Collins community has functional and healthy social systems so that people in our community can thrive. We do this through programs, policy development, and partnerships with other nonprofit and human service partners.

This department allocates approximately \$2.5 million per year in federal Housing and Urban Development (HUD) and local City of Fort Collins funding in support of affordable housing projects and social service agencies. We manage \$20 million in housing stock and more than \$400,000 in loans. We also work to develop solutions to critical community-based issues and Council priorities, such as panhandling, homeless camping, and the lack of affordable housing.

This offer provides:

- management and development of the department budget, programs and projects
- oversight of recruitment, evaluation and release of all staff
- development of goals, objectives, policies and procedures
- informing staff and Council about trends, events or emerging issues
- representation of City/department/service area on local/regional boards and with the public
- hiring and oversight of consulting services
- attendance at meetings
- personnel to implement the core services and programs/projects undertaken by the department

COMMUNITY AND NEIGHBORHOOD LIVABILITY

The focus of the Social Sustainability Department will be as an external catalyst for improving human service systems in the community. In addition, this offer provides support for staff time to assist and consult with other City departments in their efforts to improve processes related to how they consider the social impacts of their activities, particularly to low income or other identified population subgroups.

48.2 KFCG ENHANCEMENT: Update of City's Equity and Social Justice Plan - Unfunded **2015 - \$50,000**
2016 - \$0

In the past, the City has declared its interest in developing a community that fosters, promotes and enforces an environment of mutual respect for all people. In 1993 City Council adopted its first City of Fort Collins Diversity Plan. This Plan was assessed and updated in 1999 with an internal organizational focus.

Social justice and equity refer to participation, value and opportunity for all persons in a population. Fort Collins will be best served as a sustainable community when we have fair and just systems that create optimum conditions for all residents. The recent Social Sustainability Gaps Analysis draft indicates that there continues to be inequity in our community.

- It is very challenging for people with low or fixed incomes, or with disabilities, to find housing that is affordable and accessible.
- Blacks and Hispanics are highly over-represented in the number and percentage of people living in poverty in our community.
- In 2012 the poverty rate in Fort Collins for single-parent female households was 36%.
- As many as 8,200 households in Fort Collins are food insecure.

This offer funds a study that will ask the question: What pro-equity policies, structures and systems do we need to promote opportunity for all? What is the comprehensive approach needed to ensure better outcomes for all? What other areas and sectors must be engaged to be part of the solution, and how do we best engage them?

This study will include a work plan and steps for moving forward to accomplish the goals laid out in the study. We plan to develop action steps for internal and external engagement. The Department of Social Sustainability plans to take the lead on the identified work plan while partnering with other critical City departments.

48.3 ENHANCEMENT: Renewal of Neighborhoods in a State of Change - Funded **2015 - \$300,000**
2016 - \$300,000

There are many older neighborhoods in Fort Collins that require public reinvestment in order to stabilize them or begin a restoration process. This proposal supports public investment in neighborhoods in a state of change. Some of the activities that may be used as part of reinvestment might include:

1. Streetscapes that include tree-lined streets and sidewalks, landscaping along street edges, or landscaped medians, and possibly other urban design elements.
2. Low- or no-cost loans for housing reinvestment in an effort to infuse private funds into neighborhood rehabilitation.
3. Economic development tools, such as incentives, to encourage the development of neighborhood businesses and services to provide increased

COMMUNITY AND NEIGHBORHOOD LIVABILITY

access and activity within these neighborhoods.

4. City support in neighborhood-organizing efforts to engage residents in their community. Revitalization efforts must include the full range of neighborhood stakeholders in the developing and implementing plans focused on improving these communities.

Fort Collins has added more than 100,000 citizens since 1970, which has required rapid periods of housing construction. Over time some neighborhoods have declined in appearance and maintenance. Crime has increased, they lack neighborhood gathering places and access to local amenities, and are far from needed goods and services. Many of these neighborhoods have had no public investment for decades. Unfortunately, they are also neighborhoods where many of our low income, senior and disabled residents live, which raises questions of equity and social justice within Fort Collins. In 2012 the Department of Housing and Urban Development (HUD) required Fort Collins to assess our impediments and observations to fair housing. The first observation reported to HUD is that some residents perceive an inequitable distribution of resources, including the perception that more affluent neighborhoods receive better services and attention from the City.

48.5 ENHANCEMENT: Affordable Housing Administrator - 0.2 FTE - Funded **2015 - \$0**
2016 - \$0

Through grants and loans, the City has funded the development and acquisition of about 1,100 affordable rental units with equity investments totaling more than \$20 million, and has more than 400 outstanding Home Buyer Assistance loans. Each year through the Competitive Process, approximately \$1.5 million is awarded for new projects and/or investments in affordable housing units, increasing the City's interests in properties.

The City's interests in these properties must be managed, which is the job of the Affordable Housing Administrator. Two-and-a-half years ago this position was created as a 0.5 FTE. The Homebuyers Assistance Program (HBA) has been added to the job duties. Soon it was clear that the job was much larger than that. In an effort to provide increased hours to the position, the City added 0.3 FTE, but required that the additional salary be paid from HBA. This requirement means the salary for 0.3 FTE of this position comes through an exception in the Competitive Process, competing with other housing agencies for the funding.

Currently, 0.4 FTE for this position is paid with federal funds, 0.1 FTE is from the City's Affordable Housing Fund, and 0.3 was funded through the Competitive Process. The CDBG Commission is not likely to make this exception again, and if not, the HBA program will not be staffed. The program would go away, but the City would still have 400 outstanding loans that must continue to be managed. This offer is for expansion of this position by 0.2 FTE.

48.6 ENHANCEMENT: Expanding WorkLife's Navigator Program - Unfunded **2015 - \$15,000**
2016 - \$35,000

One of the challenges that can face individuals and families that are low income or live in poverty is dealing with the day-to-day issues that can arise due to lack of resources. A sick childcare provider, a car repair or family problems can create employment issues that can lead to losing one's job, such as absenteeism, tardiness or lack of ability to concentrate.

Employers belonging to WorkLife's Navigator Program (NP) believe social responsibility drives an organization's innovation and sustainability plan. By acknowledging employee work-life issues, employers communicate how they value their workforce and everyone experiences the benefit mutual respect

COMMUNITY AND NEIGHBORHOOD LIVABILITY

has on productivity, retention, recruitment and profitability. This confidential service, housed at the member business, helps employees solve problems so they can better focus on their work. This competitive advantage ultimately proves a powerful vehicle for societal change and an employer’s bottom line.

WorkLife provides this service by forming private-public partnerships that leverage the best resources of non-profit, government, community resources and private employers. Because productive and consistent employment is a critical factor in moving people out of poverty, this offer will provide City support to partner with an expanding NP that exists in Fort Collins. We will partner with the Chamber of Commerce, Columbine Health, and other employers currently using the NP to host outreach meetings, produce materials and provide other activities to introduce businesses to this program in an effort to expand the number of participant businesses. Our goal will be to pilot our involvement with this program and document whether City funds will be able to assist in maintenance of employment for low-wage workers, which is a key component to addressing poverty and homelessness in our community.

48.7 KFCG ENHANCEMENT: Homelessness Initiatives - Funded **2015 - \$25,000**
2016 - \$25,000

This offer supports the City’s involvement in the complex task of reducing or eliminating homelessness in Fort Collins. Over the past several years the City has supported Homeward 2020, a local coalition of agencies and individuals focused on addressing homelessness. This offer allows the City to continue to play a critical role in this issue by providing needed infrastructure support.

This offer proposes \$25,000 in one-time funding to support implementation of the Homeless Management Information System (HMIS) in Northern Colorado. HMIS is an online system that enables non-profit service, shelter and housing providers in different locations across Northern Colorado to collect and share information about the services provided to homeless persons. The system allows users to collect and store information that can be used to enhance service delivery and generate reports. This presents our community with the opportunity to make more informed decisions about service delivery and better understand what services are used and what gaps in services remain. This is a key system in reducing or eliminating homelessness. This funding will allow the City to partner with other organizations in the implementation of this system. This system is currently being researched by the Northern Colorado Continuum of Care Collaborative.

This offer also includes \$6,000 per year to assist in providing a necessary emergency cold weather winter shelter for the homeless. Each year, on especially cold days and nights, it is essential to add to the capacity of space available for the homeless to be warm and dry. The City’s participation in a collaboration with other community organizations (United Way, Catholic Charities, Fort Collins Rescue Mission) makes possible the assurance that everyone can be safe during very cold weather. The Department’s ongoing offer (48.1) includes an additional \$4,000 for this effort, for a total of \$10,000 in contribution annually.

48.8 KFCG ENHANCEMENT: Additional Funding for Affordable Housing Fund - Funded **2015 - \$200,000**
2016 - \$200,000

According to the 2013 Citizen Survey, the availability of affordable housing is the most critical issue facing Fort Collins residents. Additionally, ensuring an adequate affordable housing stock is currently the top priority for City Council. The 2013 Social Sustainability Gaps Analysis found that Fort Collins has a gap of approximately 8,800 housing units for individuals and families earning below \$25,000 per year. In addition, the City is preparing for our senior population to double by 2030 as baby boomers age, increasing the percentage of the population on fixed incomes.

COMMUNITY AND NEIGHBORHOOD LIVABILITY

Since 2002 the City has contributed funding from the General Fund toward affordable housing. This funding is called the Affordable Housing Fund (AHF), and is distributed to eligible affordable housing development and rehabilitation/preservation projects. This fund, as well as federal funds and Human Service Funds, are distributed through the Social Sustainability Department’s (SSD) Competitive Process. These public funds provide essential foundational funding in the complex financial processes required in affordable housing construction.

The City’s contribution to the AHF has varied each year, but has declined dramatically since the 2002 high of \$893,962. The 2014 contribution by the City is \$333,047. This offer is to restore \$300,000 per year to the AHF for 2015 and 2016. This will almost double the amount dedicated each year to creating and preserving affordable housing units. The additional units provided by these funds will be essential in allowing lower-income individuals and families to continue to live, work and play in Fort Collins.

48.9 KFCG ENHANCEMENT: Social Superstars Coordinator & Program Funding - 0.5 FTE - 2015 - \$54,734
Unfunded 2016 - \$53,868

The Social Superstars program exists to create awareness in the Fort Collins business community about social sustainability, to support organizations engaging in social impact initiatives, and to recognize those organizations for their social efforts and accomplishments. The 2010 ClimateWise Advisory Committee identified an undeniable synergy between the way business is done and maintaining a socially sustainable community. Since 2012, Social Superstars has been engaging the ClimateWise network to this end. With the creation of the Department of Social Sustainability (SSD), and the City’s adoption of the triple bottom line philosophy, both the SSD and ClimateWise are seeking ways to bolster the program, which currently is being run with no working budget and on approximately 0.2 FTE staff time.

To create lasting change, it is critical to engage the business community in social initiatives at every level. This proposed offer will be used to engage the business community in the initiatives and programs that will emerge from the SSD Strategic Plan through the Social Superstars model.

This position will be tasked with the following:

- Increase the number of ClimateWise members who become part of Social Superstars
- Begin to develop ways for businesses to measure their Social Return on Investment (SROI)
- Expand the programmatic offerings and scope of the Social Superstars Program

With this offer the program could engage members in Bridges Out of Poverty training, poverty simulations, Early Childhood Care and Education, suicide prevention, the Navigator Program, and other programs.

The Social Superstars program is critical to accomplishing the City’s social sustainability goal of ensuring that all residents are able to thrive. This program cannot grow and reach its potential with such a small amount of staff time. Adding a 0.5 staff position dedicated to the program will allow SSD to begin to expand the role of the business community in social sustainability.

COMMUNITY AND NEIGHBORHOOD LIVABILITY

48.10 ENHANCEMENT: Sustainability Specialist - 1.0 FTE - Unfunded **2015 - \$69,447**
2016 - \$90,401

This offer funds a 1.0 FTE Social Sustainability Specialist, including benefits and incidental costs. The Social Sustainability department was formed in 2012 as part of the City’s evolution to a ‘triple bottom line’ focus. Our role is to ensure that the Fort Collins community has functional and healthy social systems so that people in our community can thrive. We do this through internally and externally focused programs, policy development, and partnerships with other nonprofits, human service partners and City departments.

A Social Sustainability Gaps Analysis was drafted in 2013 and is being used to inform a strategic plan and work plan for the department. Gaps were identified in areas of affordable and accessible housing, homelessness, equity and diversity, at-risk youth, our aging population, early childhood and education, poverty, and numerous other areas.

The department is currently staffed with one Social Sustainability Specialist, whose time is consumed with the homeless systems and working on developing solutions for the community’s affordable housing crisis. She also participates in internal committees and technical groups for several departments. Currently no staff time exists to begin to address the additional gaps identified, nor to expand the number of internal committees with which we can participate.

This department was formed with high expectations, but no additional staff. This offer will provide staff needed to be able to deliver on the vision for which the department was created.

48.11 ENHANCEMENT: Increase and Reclassification from Administrative Assistant II to Administrative Assistant - 0.5 FTE - Funded **2015 - \$0**
2016 - \$0

This offer is to supplement a current 0.5 FTE Admin Assistant II and change the position to an Administrative Assistant in the Department of Social Sustainability. This position, currently filled by a temporary employee, works 40 hours per week, but is designated as 0.5 FTE Classified Admin Assistant II, and the remainder of the hours are being paid as hourly. This offer makes the position 1.0 FTE and reclassifies the position as an Administrative Assistant, reflective of the duties currently being performed.

The Department of Social Sustainability allocates approximately \$2.5 million annually in federal Housing and Urban Development (HUD) and local City of Fort Collins funding that supports affordable housing projects and social service agencies. We do this through a twice-per-year grant process, as determined by City policy. The department receives up to 50 grant applications, organizes multiple CDBG Commission hearings, organizes notebooks of documents, and many other steps that are necessary to make the grant process world class.

Once the grant process is complete, contracts are executed, and grant oversight and payouts must occur. Follow up on grants lasts all year due to the need to process monthly invoices from the non-profit agencies for payments, and to ensure grantees are in compliance with their grant agreements.

Within the outline of duties above there are many details and tasks that must be done. This administrative position is essential to maintaining necessary detailed records, and ensuring smooth grant processes and that routine financial transactions are handled in a timely manner.

COMMUNITY AND NEIGHBORHOOD LIVABILITY

The City maintains more than \$23 million worth of assets related to affordable housing. Affordable housing is a top priority for the City, and the Social Sustainability Department manages and oversees these assets. This Administrative Assistant position is key in our ability to properly perform the necessary management processes.

48.12 ENHANCEMENT: Multicultural Community Planning, Outreach and Programming - Funded **2015 - \$18,000**
2016 - \$18,000

This offer funds planning, implementation, outreach and programming focused on multicultural understanding and acceptance for all residents of Fort Collins. Compared to the rest of the country, Fort Collins does not have a very diverse population. We have long-term residents from other cultures, and short-term residents associated with CSU, but these groups combined only make up 10% of our population.

This low level of diversity can create challenges. City leaders hear from our business community that it is difficult to keep talented employees in Fort Collins due to a lack of an ability to connect culturally with the community. In addition, our minority populations are overrepresented in poverty and unemployment statistics for the community, showing a disparity in employment opportunities. Staff and Council continue to hear from citizens that there is perceived, and possible, disparity regarding how diverse populations are viewed and treated in the community.

The City, through the Human Rights Office, provided a Multi-Cultural Community Retreat from 1997-2005. The City also adopted diversity plans in 1993 and 1999. Those plans expired in 2004. Therefore, it has essentially been a decade since the City has made a visible plan and commitment to diversity. The City organization and the community at large have changed and grown dramatically since then.

This proposal would provide \$18,000 in 2015 to support a planning effort to develop action items for enhancing multicultural understanding and acceptance for the City organization as well as the community. The offer also provides \$18,000 in 2016 to provide multicultural programming and outreach based on the planning outcomes. Funding in 2016 will allow the City to partner with CSU, Larimer County and other area organizations to leverage and enhance all activities already occurring related to diversity, as well as implement new activities, and conduct education and outreach programs.

48.13 ENHANCEMENT: Competitive Program Financial Coordinator - 0.5 FTE - Unfunded **2015 - \$27,873**
2016 - \$26,637

This offer funds a 0.5 classified FTE Financial Coordinator for the City's Funding Allocation Process. The objectives are to:

- Provide dedicated staff to ensure accurate and timely tracking, drawdowns and accounting for almost \$2.5 million of federal and City funds
- Provide capacity to manage and monitor monthly financial transactions associated with the City's affordable housing assets and Funding Allocation Process
- Ensure financial compliance with federal and City regulations and standards
- Coordinate with the Finance Department

The City of Fort Collins receives approximately \$1,516,000 from HUD each year to assist with affordable housing needs and other needs of our lowest-income citizens. These funds are distributed to up to 40 non-profit housing and human service agencies each year through a lengthy and involved funding allocation process. The City also receives approximately \$395,000 in program income (rent and loan payments) annually as a result of managing

COMMUNITY AND NEIGHBORHOOD LIVABILITY

1,100 units in a growing portfolio of affordable housing assets. In addition, the City contributes almost \$1,000,000 from the General Fund to help local nonprofits provide services to people in need. These funds are also distributed through a funding allocation process. To complicate matters, HUD and the City have different fiscal years, so each funding source requires separate fiscal tracking. Finally, there are strict tracking, drawdown and reporting requirements for all federal funding that must be followed, as well as ensuring that the City is in compliance with all HUD regulations for distributing and receiving funding.

The financial coordination of this extensive program is currently not in anyone’s job description due to previous staff attrition. It has been accomplished in the past two years by staff adding these duties to their primary jobs, creating stress and findings in the City’s financial audit. The proposed .5 FTE will be paid 42% with federal funds and 58% with General Fund dollars.

48.14 ENHANCEMENT: Salary Backfill Due to Increased HUD Oversight - Funded **2015 - \$48,170**
2016 - \$47,112

This offer requests salary backfill for a current 1.0 FTE. In the past, 80% of the salary for the Competitive Process Grant Administrator was paid from the administrative allocation from our federal CDBG and HOME grants. Over time, the structure of this position has changed and almost all of its responsibilities are only tangentially related to the federal dollars the City receives through these grants. The Department of Housing and Urban Development (HUD) has recently informed all of its grantees, including the City, that it is moving toward a high level of scrutiny to ensure that all salaries paid with federal funds are only used to pay for work necessary to carry out the HOME and CDBG grants only. Grantees (such as the City) who are found out of compliance with this HUD regulation will be given a finding in their annual HUD audits, jeopardizing our ongoing ability to receive federal funds and/or requiring the City to pay back the funding for the ineligible expense.

With this recent information from HUD, it became clear that approximately 60% of this position’s salary will be an ineligible expense for those funds. There is currently not enough funding in the Social Sustainability Department’s ongoing offer to absorb this change in source for this position’s salary, so to maintain this position and also be in compliance with HUD, the Department is requesting an enhancement to our ongoing offer to backfill the 60% salary change.

64.1 KFCG: Residential Parking Permit Program - Funded **2015 - \$50,916**
2016 - \$51,872

This offer requests KFCG funding to maintain an existing level of service for a residential parking permit program in Fort Collins, including one part-time hourly position (0.5 FTE). A companion enhancement offer is being submitted to expand this program. Residential permit parking is needed to address the issue of residents not being able to park in their own neighborhoods because spaces are taken by non-residents. City Council authorized and funded this program in 2013. One neighborhood was added to the program in 2013 and a second in 2014. It is anticipated that two more neighborhoods will be added in 2014. About twelve additional neighborhoods or areas have expressed an interest in participating in the program. At the existing funding level, approximately two to three new neighborhoods per year can be added to the program. Costs to implement this program include public outreach, printed materials, new signs, permit sales, enforcement and follow-up. Feedback from the Fort Collins Parking Plan, as well as input from interested citizens, indicates this problem is real, urgent and ongoing, particularly in neighborhoods around the CSU campus and Downtown.

COMMUNITY AND NEIGHBORHOOD LIVABILITY

64.2 KFCG ENHANCEMENT: Conversion from Hourly to Contractual Residential Parking Services Coordinator - 1.0 FTE - Unfunded **2015 - \$50,000**
2016 - \$50,000

This offer requests KFCG funding to expand the Residential Parking Permit Program by funding a full-time Residential Parking Services Coordinator and adding resources for more signs, which is one of the largest expenses in the program. The existing program includes one part-time hourly position (0.5 FTE). This offer will increase that position to 1.0 FTE and change the position from hourly to contractual. (A companion offer, 64.1, is being submitted to maintain the existing ongoing level of service with the 0.5 hourly position.)

This offer is needed because community reaction to the new residential permit program has been greater than anticipated. At the existing level of service, staff can add approximately two to three new neighborhoods per year to the program, including signs. Currently, about twelve neighborhoods or areas have expressed an interest in the program. The next step is for Parking Services to determine if there is a parking problem in the neighborhood. If it is determined there is a parking problem, then the outreach to the neighborhood begins, the neighborhoods vote and then if passed, the implementation process will begin. If this offer is funded, staff will be able to add four to six new neighborhoods to the program per year.

The specific services provided by this offer include the full-time position (Residential Parking Services Coordinator who does outreach, education, coordination, implementation, personal citizen contact and follow-up), enforcement, signs, striping, permit form processing, printed materials and other educational media. The coordinator works in partnership with residents and neighborhoods to help design the program to meet specific neighborhood requirements.

77.1 Neighborhood Services and Programs - Funded **2015 - \$1,286,076**
2016 - \$1,312,191

This offer funds the City's Neighborhood Services Division, which is made up of three work groups: Code Compliance & Enforcement, Neighborhood Outreach/Coordination/Education Programs, and Mediation and Restorative Justice Services.

Neighborhood Services Includes:

- Code Compliance, which reduces or eliminates nuisances that detract from the appearance, cleanliness, safety and overall desirability of neighborhoods.
- Enforcement services that contribute to the preservation, maintenance and enhancement of neighborhoods.
- Zoning enforcement, which maintains neighborhood character by ensuring compatibility of infill and new development, and helps ensure an adequate supply of quality housing.
- Neighborhood outreach, coordination and education programs, which promote good neighbor relationships with events, programs and education opportunities for neighborhoods, homeowners associations, landlords, businesses and residents.
- The Community Liaison Program, which uses creative programming and education to develop positive relationships among student and non-student residents living in neighborhoods. Colorado State University is a major partner, funding half of this position and associated programming costs.
- The Neighborhood Development Review Liaison, who provides information, outreach and education regarding the development review planning process to ensure that all interested parties understand their role and options in the process.
- Mediation and Restorative Justice Services, which delivers innovative conflict resolution services to residents for community conflicts, neighbor disputes, code compliance and development concerns, and landlord-tenant and roommate issues. Restorative justice processes bring young people who

COMMUNITY AND NEIGHBORHOOD LIVABILITY

committed offenses in our community together with those they have harmed to repair relationships and make reparations to victims and the community.

77.2 Larimer Humane Society Contract - Funded

2015 - \$869,314

2016 - \$898,393

This offer funds the City's contract with Larimer Humane Society (LHS) to provide sheltering and animal control services. These services have been provided by LHS for more than 20 years, which includes animal protection and control services seven days per week and emergency services 24 hours per day. LHS maintains and operates an animal shelter to provide humane treatment of stray, found, seized or injured animals. They enforce municipal ordinances related to domesticated and wild animals. In 2013, LHS responded to 11,470 calls for service within Fort Collins. This included calls for 6,607 stray animals, 1,341 bite investigations, 736 noise disturbances, 730 welfare investigations, 978 owner-surrendered animals and 766 rabies vector species impounded.

Larimer Humane Society Services:

- Enforce all Fort Collins animal codes (includes animals at large, animal welfare, bite investigations, cruelty allegations, dangerous/vicious animals, barking dogs, strays, dead animal pickup, assisting police regarding animal safety and welfare).
- Sheltering, licensing, record keeping - In 2013, 27,274 Fort Collins licenses were sold.
- Maintain and operate all physical facilities and equipment, and provide all personnel necessary for the efficient, effective and humane operation of an animal shelter.
- Provide professional doctor of veterinary medicine for emergency services 24 hours per day.
- Maintain and provide all medical supplies, professional instruments and equipment necessary.
- Pick up dead animals from public areas, streets and parks.

Additional improvements in 2014 and beyond include:

- Launch Disaster Animal Response Team to assist residents and animals in disaster situations.
- Increase officer-initiated patrols of parks and problem neighborhoods.
- Develop customer service improvements – initiate a “secret shopper” assessment, continue with web improvements, develop a customer satisfaction survey tool.

77.3 ENHANCEMENT: Sustainable Neighborhoods Pilot Program - Unfunded

2015 - \$47,298

2016 - \$53,531

Buildings are the primary contributor to carbon emissions in the city, and residential units comprise 24% of all emissions. Many existing City programs target single home participation, which hinders large-scale behavior change and results in program underutilization. To achieve Climate Action Plan goals and engage citizens in all City objectives, we must prioritize neighborhood level engagement and redesign programs.

This offer provides a Sustainable Neighborhoods Pilot Program to strategically engage neighborhoods in the City's outcome areas: environmental health, livability, safety, culture/recreation, economic health, safety, transportation, and high performing community. In 2015 and 2016, the pilot will focus on two main objectives:

COMMUNITY AND NEIGHBORHOOD LIVABILITY

1. Create a single, city-wide system for work with neighborhoods.

An interdisciplinary staff team will form to align existing residential programs with outcome areas and, in collaboration with neighborhood liaisons, tailor them to the neighborhood level. An online platform will be created to provide seamless and user-friendly access to existing programs.

2. Develop a voluntary, neighborhood-based certification program.

The pilot will be designed similar to LEED, where neighborhoods can voluntarily seek certification. Staff create and neighborhoods complete baseline assessments. Then, neighborhoods plan and complete projects from a simple, concise menu, earn credits, and achieve certification connected to tiered incentives and rewards.

The team will select a minimum of three neighborhoods (representing a range of socioeconomic classes, geographic locations and housing types), based on leadership capacity, willingness to work with City departments, and level of resident participation. The team will evaluate the pilot's effectiveness and develop plans for a broader citywide launch if successful.

77.4 ENHANCEMENT: Code Compliance - Funded

2015 - \$25,000

2016 - \$25,000

As Code Compliance takes on additional responsibilities, there is a need for additional help to perform inspections. Code Compliance reduces or eliminates nuisances that detract from the appearance, cleanliness, safety and overall desirability of neighborhoods. Zoning enforcement maintains neighborhood character by ensuring compatibility of infill and new development, and helps ensure an adequate supply of quality housing.

Code Compliance enforces all the nuisance codes, which include:

- Overgrown weeds/grasses
- Rubbish/trash
- Sidewalk Snow Removal
- Parking on Yards
- Inoperable Motor Vehicles
- Outdoor Storage & Improper Storage
- Unscreened Trash Containers
- Camping on Private Property
- Sight Inspection/Forestry Encroachments
- Smoking in Public Places
- Dilapidated Fences
- Dirt Yards
- Occupancy Ordinance
- Public Nuisance Ordinance
- Right-of-way Encroachments
- Commercial Landscaping Requirements
- Banners

COMMUNITY AND NEIGHBORHOOD LIVABILITY

In the past couple of years, the Code Compliance team has taken on additional code enforcement responsibilities including signs in the right-of-way, expanded smoking in public places, right-of-way encroachments, forestry encroachments, commercial landscaping requirements, and banners.

The additional hourly code compliance assistance enables us to keep up with the additional code enforcement responsibilities. The reason many of these additional code enforcement responsibilities came to Neighborhood Services was because the other departments were unable to keep up with the increasing demand. For example, with the increased need to spend more time on plan review, Zoning was unable to do the landscape and banner inspections. Therefore, Code Compliance has taken over those responsibilities. There is not an increase in services; rather it's a shift of responsibilities in order to better keep up with current level of services. If this offer is not funded, then current services will decrease because we will need to cut the hourly code compliance budget.

101.1 Medians and Streetscapes Maintenance - Funded

2015 - \$509,141

2016 - \$535,854

This offer maintains more than 320 medians and streetscapes totaling 68 acres for nine months each year (March-November). Medians and streetscapes help provide safe, functional and visually appealing streets for the community. Many medians are located at gateways into Fort Collins. The appearance and upkeep of these landscaped islands serve multiple purposes. They provide safe traffic flow, but more importantly they draw attention to and convey the character of the community. The majority of medians are located along major arterials throughout the city.

The Parks Division assumes responsibility for new median maintenance from the Engineering Department after a two-year, post-construction warranty period is complete. This maintenance service has been provided by private contractors for several budget cycles. Contractual duties include maintaining irrigation systems, mowing, trimming, weeding and cleaning. No contractual maintenance services are provided December through February, but Parks staff will respond to safety problems and litter issues. Outsourcing this maintenance operation helps reduce the need for more staff and equipment, and reduces exposure to accidents from working in high traffic areas. The Parks Division partners with the Forestry Division to maintain median trees.

This offer also includes \$200,000 per year for major median renovations. Many of the medians along major arterials around the City are in need of major renovations and brought up to new median standards. This funding will continue the program begun in 2013 to renovate these medians.

101.2 ENHANCEMENT: Conversion from Hourly to Classified Median Horticulture Technician - 1.0 FTE - Funded

2015 - \$11,627

2016 - \$12,463

This offer requests a small amount of funding to convert a full-time hourly position currently providing a very high level of service and expertise to the median maintenance program to a classified position as a Horticulture Technician. This position is currently assisting the Engineering Department with median landscape design based on the new design standards, monitoring plant vitality and entering plant data into a plant inventory software program. This position is imperative to the successful implementation of the new median standards. The Engineering Department is partnering with Parks to fund this position. Engineering highly values the work this position has been providing in improving the look and appeal of these new medians and keeping contractors on task with the two-year warranty maintenance period before medians are turned over to the Parks Department for ongoing maintenance. This position will be charging a portion of its salary to capital projects.

COMMUNITY AND NEIGHBORHOOD LIVABILITY

The Parks Division will use this position to evaluate and track plant mortality on medians and will make recommendations for the best plants for medians that can withstand the harsh conditions from traffic and snow removal. This position will work with and direct hourly staff on maintaining and caring for shrubs and flowers on the medians, and will create best management practices for median maintenance and plant care to extend the longevity of medians before major renovations need to take place.

This position is currently fulfilling the role of a Horticulture Technician, will save on future plant replacement costs and elevate the success of the median maintenance program.

101.4 ENHANCEMENT: Additional Medians and Streetscapes Maintenance - Funded **2015 - \$200,000**
2016 - \$200,000

This offer requests \$200,000 per year for major median renovations. Many of the medians along major arterials around the City are in need of major renovations to be brought up to new median standards. This funding will continue the median renovation program that started in 2013. Medians to be renovated with this funding would include medians between the 3600 to 4000 blocks of South Lemay and medians between the 1100 and 1200 block of East Horsetooth.

140.1 Community Garden Outreach Program - Funded **2015 - \$95,185**
2016 - \$99,215

Over the past five years, the Gardens on Spring Creek has developed the Community Garden Outreach Program (CGOP) to increase accessibility to community gardens in Fort Collins, educate residents to grow produce sustainably, and increase the amount of produce donated to the Food Bank. The CGOP includes the following programs:

- Garden of Eatin’ Outreach and Education Program: ¾-acre edible garden demonstrating sustainable food production
- Family Garden Program: educates low-income families to grow their own produce; cooking, nutrition and preservation classes using that produce
- Plant it Forward: public service campaign with the Food Bank that encourages local gardeners to donate extra produce
- Garden Network: host five meetings each year to increase communication and collaboration among those interested in growing food and food access
- Veggie Plant Distribution: The Gardens, Front Range Community College, and Colorado State University donate extra vegetable starts to community and school gardens serving low-income populations
- Technical Assistance: provided to those wishing to build a community garden in their neighborhood, church, school, workplace or non-profit organization
- Community Gardens in Parks: In 2013, four community gardens were built in local parks adding 54 plots to the Gardens’ existing 35 plots. Two plots at each garden are reserved for partnerships that will educate youth about gardening and nutrition, or increase donations to service agencies including:
 1. Buckingham Community Garden: Sprouting Up, a non-profit that educates children in low-income areas about growing and selling produce
 2. Edora Community Garden: Riffenburgh Elementary will use two garden plots
 3. English Ranch Community Garden: Linton Elementary will use one garden plot
 4. Rogers Community Garden: a collaboration of Everyday Joe’s Coffee Shop volunteers to grow food for FOCO Café

This offer includes the Community Garden Outreach Coordinator and a part-time administrative position.

COMMUNITY AND NEIGHBORHOOD LIVABILITY

140.2 ENHANCEMENT: Community Garden Outreach Program - Funded **2015 - \$20,000**
2016 - \$20,000

As part of the Community Garden Outreach Program at the Gardens on Spring Creek, a pilot project to add community gardens in parks was created in 2013. This program built four community gardens in local parks, adding 54 plots to the existing 35 community garden plots at the Gardens on Spring Creek. Two plots at each garden were reserved for partnerships to educate youth about gardening and nutrition, or increase donations to service agencies including:

1. Buckingham Community Garden: Sprouting Up, a non-profit that educates children in low-income areas about growing and selling produce
2. Edora Community Garden: Riffenburgh Elementary
3. English Ranch Community Garden: Linton Elementary
4. Rogers Community Garden: a collaboration of Everyday Joes Coffee Shop volunteers to grow food for FOCO Café

All community garden plots are full for 2014 and a waiting list has been created for each garden. More than 30 residents are currently on waitlists. This enhancement offer requests funding for two new community gardens in parks, one per year. Each garden costs \$20,000.

153.1 KFCG ENHANCEMENT: Sustainability Services Project and Policy Manager - 1.0 FTE - Unfunded **2015 - \$113,075**
2016 - \$114,118

This offer funds a Policy & Project Manager position in the Sustainability Services Area (SSA). In November 2011, City Council approved the creation of the SSA in an effort to coordinate and strategically address the triple bottom line (TBL), resulting in the creation of three collaborative departments: Economic Health, Environmental Services and Social Sustainability.

The Policy & Project Manager will report to the SSA Director doing policy development and project management related to SSA efforts. In 2015-2016 the position will have two key objectives:

(1) Support SSA policy development and projects while enhancing SSA coordination
 Since its inception, SSA has led significant Citywide efforts to develop TBL analysis, policy and projects. In 2012 and 2013, SSA managed more than 30 projects that went before City Council, as well as other projects of significance. As demands on this Service Area increase, a position is needed to coordinate projects and policies from a global perspective, as only the SSA Director is currently positioned to do that.

(2) Healthy Lifestyles and Local Food Strategic Planning
 Our citizens have indicated that the Local Food system is a community priority. Development of a strategic approach to addressing existing/emerging community needs is an immediate priority. The Northern Colorado Local Food Cluster, a collaboration among leaders of the public sector, non-profits, CSU and local producers was started in 2013 and is now in the process of establishing an organizational structure, assessing gaps, and creating a Local Food Strategic Plan. The Policy & Project Manager will serve as the City’s liaison to this group, advising and assisting when necessary. The City recently participated in the national Let’s Move Cities, Towns and Counties initiative, and this process demonstrated the need for organizational alignment surrounding existing community efforts in the areas of Nutrition, Wellness and Healthy Lifestyles.

COMMUNITY AND NEIGHBORHOOD LIVABILITY

172.1 KFCG ENHANCEMENT: Alley Maintenance - Funded

2015 - \$125,000

2016 - \$125,000

Restore the Alley Maintenance program to 2001 level of funding at \$300,000. The alley maintenance portion of the budget was eliminated in 2009. The Streets Department has taken a hands-off approach to alley maintenance for the last six years by eliminating routine maintenance in the 241 blocks of alleys, most of which are unpaved. This offer would allow once-a-year blading in every unpaved alley, as well as the reconstruction of a select few alleys to improve drainage, cure problematic locations, and restore the aggregate surface. This offer may also allow a very limited amount of asphalt repair work in paved alleys.

THIS PAGE INTENTIONALLY LEFT BLANK



Culture and Recreation

Fort Collins provides diverse cultural
and recreational amenities



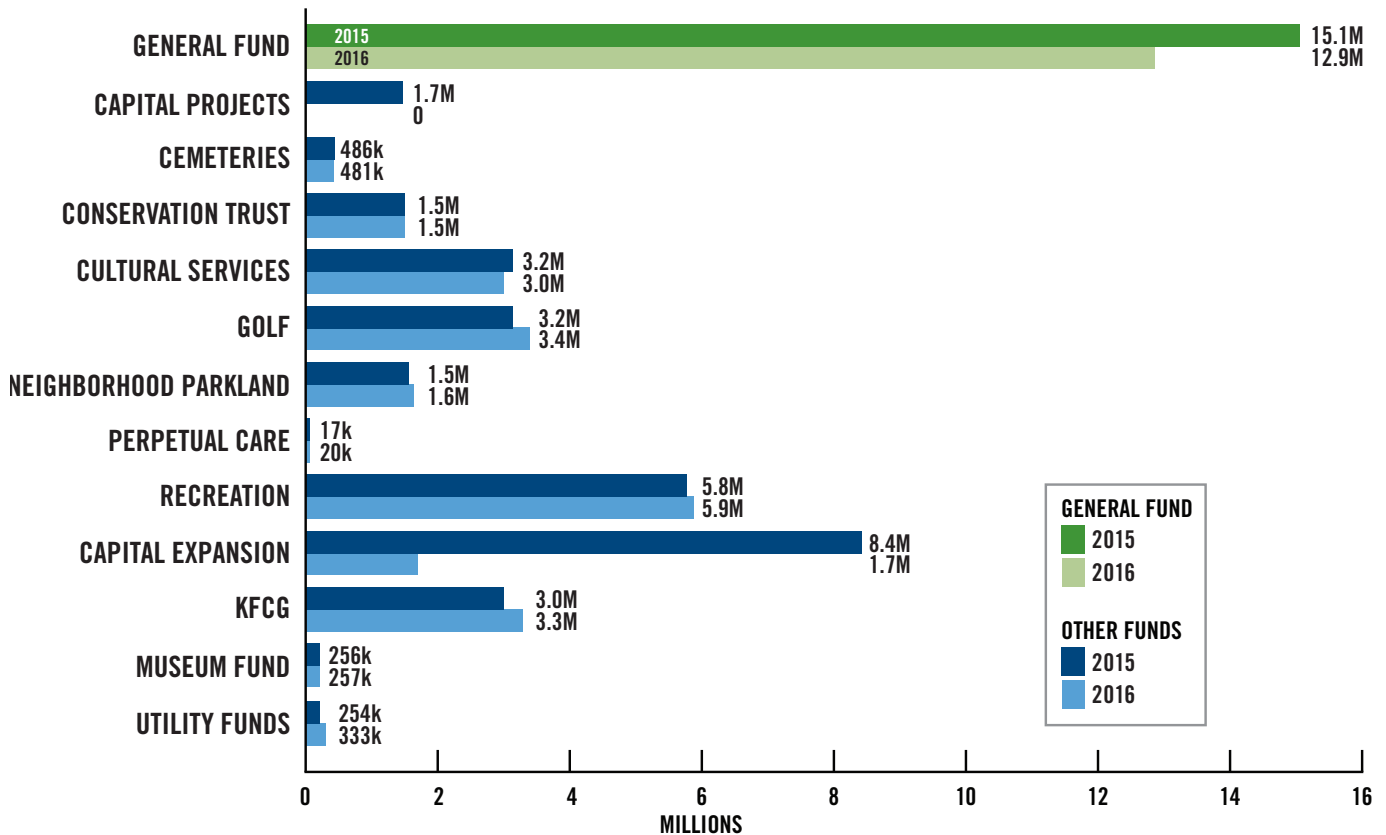


Culture & Recreation

2015 General Fund & Other Funds – 44.5M

2016 General Fund & Other Funds – 34.4M

- Recreation
- Parks
- Cultural Facilities
- Golf



OVERVIEW

The Culture and 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 and Recreation, as outlined in the 2015–2016 Strategic Plan, are as follows:

- 2.1. Improve low and moderate income citizen access to, and participation in, City programs and facilities.
- 2.2. Develop effective marketing strategies that drive optimal attendance and revenue.
- 2.3. Develop effective Operation and Maintenance (O&M) funding alternatives for City subsidized facilities and programs.
- 2.4. Maintain and enhance the current culture, recreation and parks systems.
- 2.5. Plan, design and implement citywide park, recreation and trail improvements.
- 2.6. Develop a clear strategic definition and description of the City’s role in the culture and arts while leveraging partnerships with other community organizations.
- 2.7. Promote a healthy community and responsible access to nature.

FUNDING SOURCES

In addition to significant General Fund revenues which are used to support culture, parks, and recreation programs, a number of dedicated and restricted revenues are also included in this Outcome. User fees support both recreation facilities and cultural facilities. Revenue from the self-funded Golf program also supports in this Outcome.

KEY PURCHASES

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

ENHANCEMENTS PURCHASED

	2015	2016
Americans with Disabilities Act (ADA) Playground Compliance	115,000	135,000
Digital Teleconferencing & Audio Support (Lincoln Center)	101,500	0
EPIC Pool Bulkhead and Pool Gutter Replacement	261,000	320,000
EPIC Pool Improvements	1,500,000	0
Forestry Emerald Ash Borer Pre-Infestation	53,127	54,742
Forestry Priority Safety Tree Pruning and Removal	90,000	90,000
Lincoln Center Asbestos Abatement	78,000	0
Northside Skate Park Lights	155,000	0
Passenger Van Replacement	0	65,000
Poudre River Downtown Project	1,000,000	0
Poudre School District (PSD) After School Enrichment	69,400	69,400
Recreation Facility Improvements & Equipment Replacement	220,000	30,000
Recreation Scholarship Program	70,000	70,000
Southeast Community Park	116,000	204,000
Trees along Paved Recreational Trails	95,000	30,000
Positions added:		
- Crew Chief and Southeast Community Park Start-Up Costs - 1.0 FTE	0	144,411
- Systems Specialist - 0.5 FTE	52,451	53,504
	3,976,478	1,266,057

CULTURE AND RECREATION - 2015

Offer	Offer Cost Total	Offer Funding			
		GENERAL FUND Dedicated	GENERAL FUND Ongoing	OTHER FUNDS	RESERVES
98.1 Parks, Trails and Facility Grounds Maintenance	6,059,790	329,539 <i>Park Fees</i>	4,970,264 <i>Keep Fort Collins Great Fund</i>	759,987	0
83.2 Recreation Activities and Programs	4,544,518	0	146,702 <i>Keep Fort Collins Great Fund Recreation Fund</i>	4,397,816	0
12.1 Cultural Services Programs	5,066,866	364,500 <i>Lodging Taxes</i>	1,689,679 <i>Cultural Services Fund Museum Fund</i>	3,012,687	0
44.1 The Gardens on Spring Creek	593,237 <i>Gardens on Spring Creek</i>	212,500	273,182 <i>Keep Fort Collins Great Fund</i>	107,555	0
8.1 Paved Recreational Trail Development	1,372,343	0	0 <i>Conservation Trust Fund</i>	1,372,343	0
83.1 Ice and Aquatics	2,162,759	0	0 <i>Keep Fort Collins Great Fund Recreation Fund</i>	2,137,759	25,000 <i>Recreation Fund</i>
99.1 Urban Forest Management	1,352,035	0	1,193,645 <i>Keep Fort Collins Great Fund</i>	158,390	0
8.2 Neighborhood Park Development	1,516,317	0	0 <i>Neighborhood Parkland Fund</i>	1,516,317	0
8.3 Community Park Development	8,450,000	0	0 <i>Capital Expansion Fund</i>	1,850,000	6,600,000 <i>Capital Expansion Fund</i>
83.3 Recreation Administration and Communications Services	984,032	0	673,024 <i>Recreation Fund</i>	286,008 <i>Keep Fort Collins Great Fund</i>	25,000
76.1 Golf Courses	3,246,424	0	0 <i>Golf Fund</i>	3,246,424	0

CULTURE AND RECREATION - 2015

Offer	Offer Cost Total	Offer Funding			
		GENERAL FUND Dedicated	GENERAL FUND Ongoing	OTHER FUNDS	RESERVES
74.1 Community Services Administration and Technology Support	331,957	0	331,957	0	0
68.1 Memorial Parks	763,368	0	159,800	533,568	70,000
				<i>Keep Fort Collins Great Fund Cemeteries Fund Perpetual Care Fund</i>	<i>Cemeteries Fund</i>
41.1 Building on Basics (BOB) Park Improvements	1,703,622	0	0	1,703,622	0
				<i>Capital Projects Fund</i>	
160.3 Culture, Parks & Recreation Utilities and Building Operations	1,496,174	0	1,496,174	0	0
12.2 Art in Public Places Program	343,434	0	0	281,600	61,834
				<i>Cultural Services Fund</i>	<i>Cultural Services Fund</i>
78.1 Utilities Capital Project: Art in Public Places - Light & Power	87,642	0	0	87,642	0
				<i>Light & Power Fund</i>	
79.1 Utilities Capital Project: Art in Public Places - Stormwater	47,636	0	0	47,636	0
				<i>Stormwater Fund</i>	
122.1 Utilities Capital Project: Art in Public Places - Water	44,298	0	0	44,298	0
				<i>Water Fund</i>	
132.1 Utilities Capital Project: Art in Public Places - Wastewater	74,456	0	0	74,456	0
				<i>Wastewater Fund</i>	
160.1 Parks Forestry Vehicle and Equipment Replacement Existing Payments	188,804	0	0	0	188,804
					<i>General Fund</i>

Drilling Platform - Ranked Offers by Outcome

Budget Years: 2015 - 2016

CULTURE AND RECREATION - 2015

Offer	Offer Cost Total	Offer Funding			
		GENERAL FUND Dedicated	Ongoing	OTHER FUNDS	RESERVES
98.2 KFCG ENHANCEMENT: Americans with Disabilities Act (ADA) Playground Compliance	115,000	0	0	115,000	0
				<i>Keep Fort Collins Great Fund</i>	
74.2 KFCG ENHANCEMENT: Systems Specialist - 0.5 FTE	52,451	0	0	52,451	0
				<i>Keep Fort Collins Great Fund</i>	
98.3 KFCG ENHANCEMENT: Southeast Community Park	116,000	0	0	116,000	0
				<i>Keep Fort Collins Great Fund</i>	
99.2 KFCG ENHANCEMENT: Forestry Priority Safety Tree Pruning and Removal	90,000	0	0	0	90,000
					<i>Keep Fort Collins Great Fund</i>
160.6 Parks Forestry Vehicle and Equipment 2015-16 Replacements	69,943	69,943	0	0	0
		<i>General One-time Revenue</i>			
160.4 ENHANCEMENT: EPIC Pool Bulkhead and Pool Gutter Replacement	261,000	0	0	0	261,000
					<i>General Fund</i>
21.1 ENHANCEMENT: Poudre River Downtown Project	1,000,000	0	0	0	1,000,000
					<i>General Fund</i>
99.3 ENHANCEMENT: Forestry Emerald Ash Borer Pre-Infestation	53,127	53,127	0	0	0
		<i>General One-time Revenue</i>			
160.5 ENHANCEMENT: Lincoln Center Asbestos Abatement	78,000	78,000	0	0	0
		<i>General One-time Revenue</i>			
12.11 ENHANCEMENT: Digital Teleconferencing & Audio Support (Lincoln Center)	101,500	0	0	0	101,500
					<i>Cultural Services Fund</i>

CULTURE AND RECREATION - 2015

Offer	Offer Cost		Offer Funding			
	Total	GENERAL FUND Dedicated	Ongoing	OTHER FUNDS	RESERVES	
83.11 KFCG ENHANCEMENT: Recreation Scholarship Program	70,000	0	0	40,000	30,000	
				<i>Keep Fort Collins Great Fund</i>	<i>Keep Fort Collins Great Fund</i>	
83.4 ENHANCEMENT: Recreation Facility Improvements & Equipment Replacement	220,000	0	0	0	220,000	
					<i>Recreation Fund</i>	
83.6 ENHANCEMENT: Poudre School District (PSD) After School Enrichment	69,400	69,400	0	0	0	
		<i>General One-time Revenue</i>				
168.1 KFCG ENHANCEMENT: Northside Skate Park Lights	155,000	0	0	0	155,000	
					<i>Keep Fort Collins Great Fund</i>	
160.7 ENHANCEMENT: EPIC Pool Improvements	1,500,000	0	0	0	1,500,000	
					<i>General Fund</i>	
8.5 ENHANCEMENT: Trees along Paved Recreational Trails	95,000	0	0	95,000	0	
				<i>Conservation Trust Fund</i>		
Funded Offers	44,476,133	1,177,009	10,934,427	22,036,559	10,328,138	
12.7 ENHANCEMENT: Contractual Financial Coordinator (Museum) - 0.5 FTE	38,692	0	38,692	0	0	
44.4 ENHANCEMENT: Assistant Manager for the Gardens on Spring Creek - 1.0 FTE	95,495	20,000	75,495	0	0	
		<i>Gardens on Spring Creek</i>				
12.3 ENHANCEMENT: Gallery Coordinator, Community Creative Center (Carnegie) - 1.0 FTE	58,704	0	58,704	0	0	

CULTURE AND RECREATION - 2015

Offer	Offer Cost Total	Offer Funding			
		GENERAL FUND Dedicated	GENERAL FUND Ongoing	OTHER FUNDS	RESERVES
98.5 KFCG ENHANCEMENT: Shelter at Inspiration Playground	100,000	0	0	0	100,000
					<i>Keep Fort Collins Great Fund</i>
83.10 ENHANCEMENT: Vida Sana Program	33,616	0	33,616	0	0
143.1 ENHANCEMENT: Streetmosphere	22,822	0	22,822	0	0
157.1 ENHANCEMENT: Prospect Road and Timberline Road - Enhanced Community Space	250,000	0	0	0	250,000
					<i>General Fund</i>
12.5 ENHANCEMENT: Museum Marketing and Client Services Support	94,000	0	94,000	0	0
12.4 ENHANCEMENT: Education/Outreach Program (Lincoln Center) - 0.75 FTE	69,930	0	69,930	0	0
12.8 KFCG ENHANCEMENT: Opportunity Program/Fund (Museum)	75,000	0	0	75,000	0
					<i>Keep Fort Collins Great Fund</i>
12.13 ENHANCEMENT: Graphics Specialist (Cultural Services) - 0.5 FTE	37,153	0	37,153	0	0
83.9 KFCG ENHANCEMENT: Communications and Outreach Project	40,000	0	0	0	40,000
					<i>Keep Fort Collins Great Fund</i>
Unfunded Offers	915,412	20,000	430,412	75,000	390,000
Total Offers	45,391,545	1,197,009	11,364,839	22,111,559	10,718,138

CULTURE AND RECREATION - 2016

Offer	Offer Cost Total	Offer Funding			
		GENERAL FUND Dedicated	GENERAL FUND Ongoing	OTHER FUNDS	RESERVES
98.1 Parks, Trails and Facility Grounds Maintenance	6,257,202	336,451 <i>Park Fees</i>	4,949,610 <i>Keep Fort Collins Great Fund</i>	971,141	0
83.2 Recreation Activities and Programs	4,690,154	0	151,855 <i>Keep Fort Collins Great Fund Recreation Fund</i>	4,538,299	0
12.1 Cultural Services Programs	5,122,480	349,800 <i>Lodging Taxes</i>	1,724,629	2,848,051 <i>Cultural Services Fund Museum Fund</i>	200,000 <i>Museum Fund</i>
44.1 The Gardens on Spring Creek	612,329 <i>Gardens on Spring Creek</i>	224,500	278,434 <i>Keep Fort Collins Great Fund</i>	109,395	0
8.1 Paved Recreational Trail Development	1,440,234	0	0 <i>Conservation Trust Fund</i>	1,440,234	0
83.1 Ice and Aquatics	2,244,625	0	0 <i>Keep Fort Collins Great Fund Recreation Fund</i>	2,219,625	25,000 <i>Recreation Fund</i>
99.1 Urban Forest Management	1,383,785	0	1,223,446 <i>Keep Fort Collins Great Fund</i>	160,339	0
8.2 Neighborhood Park Development	1,598,270	0	0 <i>Neighborhood Parkland Fund</i>	1,598,270	0
8.3 Community Park Development	1,650,000	0	0 <i>Capital Expansion Fund</i>	1,650,000	0
83.3 Recreation Administration and Communications Services	980,998	0	699,680 <i>Recreation Fund</i>	281,318	0
76.1 Golf Courses	3,372,848	0	0 <i>Golf Fund</i>	3,372,848	0

CULTURE AND RECREATION - 2016

Offer	Offer Cost Total	Offer Funding			
		GENERAL FUND Dedicated	GENERAL FUND Ongoing	OTHER FUNDS	RESERVES
74.1 Community Services Administration and Technology Support	339,243	0	339,243	0	0
68.1 Memorial Parks	764,506	0	163,113	551,393	50,000
			<i>Keep Fort Collins Great Fund Cemeteries Fund Perpetual Care Fund</i>		<i>Cemeteries Fund</i>
41.1 Building on Basics (BOB) Park Improvements	37,500	37,500	0	0	0
		<i>BOB O & M</i>			
160.3 Culture, Parks & Recreation Utilities and Building Operations	1,673,234	0	1,673,234	0	0
12.2 Art in Public Places Program	222,683	0	0	138,322	84,361
				<i>Cultural Services Fund</i>	<i>Cultural Services Fund</i>
78.1 Utilities Capital Project: Art in Public Places - Light & Power	70,476	0	0	70,476	0
				<i>Light & Power Fund</i>	
79.1 Utilities Capital Project: Art in Public Places - Stormwater	35,700	0	0	35,700	0
				<i>Stormwater Fund</i>	
122.1 Utilities Capital Project: Art in Public Places - Water	148,400	0	0	148,400	0
				<i>Water Fund</i>	
132.1 Utilities Capital Project: Art in Public Places - Wastewater	78,035	0	0	78,035	0
				<i>Wastewater Fund</i>	
160.1 Parks Forestry Vehicle and Equipment Replacement Existing Payments	188,804	0	0	0	188,804
					<i>General Fund</i>

Drilling Platform - Ranked Offers by Outcome

Budget Years: 2015 - 2016

CULTURE AND RECREATION - 2016

Offer	Offer Cost Total	Offer Funding			
		GENERAL FUND Dedicated	Ongoing	OTHER FUNDS	RESERVES
98.2 KFCG ENHANCEMENT: Americans with Disabilities Act (ADA) Playground Compliance	135,000	0	0	35,000	100,000
				<i>Keep Fort Collins Great Fund</i>	<i>Keep Fort Collins Great Fund</i>
74.2 KFCG ENHANCEMENT: Systems Specialist - 0.5 FTE	53,504	0	0	53,504	0
				<i>Keep Fort Collins Great Fund</i>	
98.3 KFCG ENHANCEMENT: Southeast Community Park	204,000	0	0	114,000	90,000
				<i>Keep Fort Collins Great Fund</i>	<i>Keep Fort Collins Great Fund</i>
99.2 KFCG ENHANCEMENT: Forestry Priority Safety Tree Pruning and Removal	90,000	0	0	0	90,000
					<i>Keep Fort Collins Great Fund</i>
98.7 ENHANCEMENT: Crew Chief and Southeast Community Park Start-Up Costs - 1.0 FTE	144,411	59,000	85,411	0	0
		<i>General One-time Revenue</i>			
160.6 Parks Forestry Vehicle and Equipment 2015-16 Replacements	182,158	133,005	49,153	0	0
		<i>General One-time Revenue</i>			
160.4 ENHANCEMENT: EPIC Pool Bulkhead and Pool Gutter Replacement	320,000	0	0	0	320,000
					<i>General Fund Recreation Fund</i>
99.3 ENHANCEMENT: Forestry Emerald Ash Borer Pre-Infestation	54,742	54,742	0	0	0
		<i>General One-time Revenue</i>			
83.11 KFCG ENHANCEMENT: Recreation Scholarship Program	70,000	0	0	40,000	30,000
				<i>Keep Fort Collins Great Fund</i>	<i>Keep Fort Collins Great Fund</i>

CULTURE AND RECREATION - 2016

Offer	Offer Cost		Offer Funding			
	Total	GENERAL FUND Dedicated	Ongoing	OTHER FUNDS	RESERVES	
83.4 ENHANCEMENT: Recreation Facility Improvements & Equipment Replacement	30,000	0	0	0	30,000	
					<i>Recreation Fund</i>	
83.7 KFCG ENHANCEMENT: Passenger Van Replacement	65,000	0	0	0	65,000	
					<i>Keep Fort Collins Great Fund</i>	
83.6 ENHANCEMENT: Poudre School District (PSD) After School Enrichment	69,400	69,400	0	0	0	
		<i>General One-time Revenue</i>				
8.5 ENHANCEMENT: Trees along Paved Recreational Trails	30,000	0	0	30,000	0	
				<i>Conservation Trust Fund</i>		
	Funded Offers	34,359,721	1,264,398	11,337,808	20,484,350	1,273,165
12.7 ENHANCEMENT: Contractual Financial Coordinator (Museum) - 0.5 FTE	39,626	0	39,626	0	0	
44.4 ENHANCEMENT: Assistant Manager for the Gardens on Spring Creek - 1.0 FTE	87,438	20,000	67,438	0	0	
		<i>Gardens on Spring Creek</i>				
12.3 ENHANCEMENT: Gallery Coordinator, Community Creative Center (Carnegie) - 1.0 FTE	59,665	0	59,665	0	0	
83.10 ENHANCEMENT: Vida Sana Program	66,231	0	66,231	0	0	
143.1 ENHANCEMENT: Streetmosphere	22,822	0	22,822	0	0	
12.9 ENHANCEMENT: Replace Performance Hall Seats (Lincoln Center)	375,000	375,000	0	0	0	
		<i>General One-time Revenue</i>				

CULTURE AND RECREATION - 2016

Offer	Offer Cost		Offer Funding			
	Total	GENERAL FUND Dedicated	Ongoing	OTHER FUNDS	RESERVES	
157.1 ENHANCEMENT: Prospect Road and Timberline Road - Enhanced Community Space	700,000	0	0	0	700,000	
					<i>General Fund</i>	
12.5 ENHANCEMENT: Museum Marketing and Client Services Support	94,000	0	94,000	0	0	
12.4 ENHANCEMENT: Education/Outreach Program (Lincoln Center) - 0.75 FTE	71,249	0	71,249	0	0	
12.8 KFCG ENHANCEMENT: Opportunity Program/Fund (Museum)	75,000	0	0	75,000	0	
					<i>Keep Fort Collins Great Fund</i>	
12.13 ENHANCEMENT: Graphics Specialist (Cultural Services) - 0.5 FTE	38,056	0	38,056	0	0	
Unfunded Offers	1,629,087	395,000	459,087	75,000	700,000	
Total Offers	35,988,808	1,659,398	11,796,895	20,559,350	1,973,165	

CULTURE AND RECREATION

8.1 Paved Recreational Trail Development - Funded **2015 - \$1,372,343**
2016 - \$1,440,234

This offer continues the development of the City's paved recreational trail system per the Council-adopted 2008 Parks and Recreation Policy Plan. Staff will continue the master planning of the trail system, coordinating with landowners and developers for the acquisition of trail right-of-way; develop detailed construction drawings and specifications; provide construction administration for trail projects and assist Parks on minor trail improvements.

The trail system is primarily funded by the Conservation Trust Fund (Lottery). The City receives Lottery revenue based upon City population. City Council Resolution 83-173 on October 4, 1983 authorized that Lottery monies should be utilized primarily for development of Open Space and Trails.

Continued buildout of the City's paved trail system ensures the performance measurement standard of two miles of trail per 10,000 residents is maintained as the city grows.

This offer appropriates all of the Conservation Trust revenue to the trail program, starting with the 2015 budget. Making all Conservation Trust funding available for trail development results in a trail-build timeframe of about 14 years, if all needed land acquisitions are obtained during this timeframe.

In recent years a portion of the Conservation Trust revenue has been used to fund maintenance of parks and trails. The loss of Conservation Trust funding for park and trail maintenance starting in 2015 will need to be replaced with General Fund dollars.

This Offer supports Community Dashboard Outcome Metric No. 6. Paved Trails - "Number of Visits" by providing additional trails for the community to enjoy.

8.2 Neighborhood Park Development - Funded **2015 - \$1,516,317**
2016 - \$1,598,270

This offer continues the development of the City's neighborhood park system per the Council-adopted 2008 Parks and Recreation Policy Plan. Staff will work with landowners and developers for the acquisition of park sites, the master planning of parks, the detailed construction drawings and specifications for park development, and the construction administration of new parks and improvements to existing parks.

Neighborhood parks are funded by a one-time impact fee on new residential units within the City. The funds are used to plan the park system, acquire land and water for parks, and design and build the neighborhood park system.

Continued development of new neighborhood parks ensures the performance measurement standard of 2.5 acres of neighborhood parkland is maintained as the city grows.

8.3 Community Park Development - Funded **2015 - \$8,450,000**
2016 - \$1,650,000

This offer continues the development of the City's community park system with funding for the construction of the Southeast Community Park, funding for land acquisition for the Northeast Community Park, and the conversion of Lee Martinez Park from domestic water to raw water.

CULTURE AND RECREATION

Community parks are funded by a one-time impact fee on new residential units within the City. The funds are used to plan the park system, acquire land and water for parks, and design and build the community park system.

Continued development of community parks ensures the performance measurement standard of 4.5 acres of community parkland is maintained as the city grows.

8.5 ENHANCEMENT: Trees along Paved Recreational Trails - Funded **2015 - \$95,000**
2016 - \$30,000

Additional trees along the trail system will provide shade for trail users and provide a more enjoyable experience. Trees beautify the trails and provide protection for trail users from inclement weather conditions, in particular high winds and extreme heat. Trees also attract wildlife, which enhances the natural experience for trail users.

Trees added about every 1/4-mile along the trail provide a place for trail users to rest and avoid severe weather. This 1/4-mile spacing of trees is about the distance very young or older trail users may be able to comfortably travel.

Tree species will be coordinated with the City Forestry Department to ensure the trees selected have the best chance of survival. The trees should have no impact on the surrounding water table.

This offer would fund the placement of about 125 trees along the Poudre Trail west of Taft Hill Road, the Spring Creek Trail near Prospect Road, the Rendezvous Trail, Fossil Creek Trail east and west of College Avenue, and the Shields Trail to Trilby Road. Funding would include installation, watering up to 15 times per year for two years, year and replacement trees figured at 15% mortality.

12.1 Cultural Services Programs - Funded **2015 - \$5,066,866**
2016 - \$5,122,480

This offer funds Cultural Services, comprised of four areas: Lincoln Center, Community Creative Center at the Carnegie Building, Fort Fund, and the Fort Collins Museum of Discovery.

Cultural Services serves Northern Colorado with a variety of unique cultural experiences and opportunities:

- * Lincoln Center is one of Colorado's largest and most diverse presenters of professional theater, dance, music, visual arts and children's programs, and offers high-level customer service, visual and performing arts programs, rental spaces and ticketing services.
- * The Community Creative Center (CCC) provides flexible space for the community to rent to support their creative endeavors. The space is occupied by the Arts Incubator of the Rockies (AIR), a program developed by the local non-profit Beet Street. AIR serves as the hub of the arts community and provides education, resources and support to elevate artistic careers and organizations. The use of the Carnegie Building meets recommendations in the 2008 Cultural Plan and Plan Fort Collins.
- * Fort Fund disburses funds from the City's Cultural Development and Program Account and the Visitor Events Account, in accordance with City Code, to provide local non-profits with cultural event support.

CULTURE AND RECREATION

* The Fort Collins Museum of Discovery (FCMOD) offers hands-on and collections-based explorations in science and culture to the Northern Colorado community. The museum is also designated to house and care for the community’s artifact and archival collections in perpetuity.

Each of these areas provides significant benefit to the community through high quality performances, programs, exhibitions and rental opportunities. Cultural Services' overall participation was more than 330,000 in 2013. Cultural Services will continue to engage the community with the highest quality offerings while identifying efficiencies and exploring opportunities to enhance attendance, provide access to all citizens, and leverage community partnerships.

12.2 Art in Public Places Program - Funded **2015 - \$343,434**
2016 - \$222,683

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

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

12.3 ENHANCEMENT: Gallery Coordinator, Community Creative Center (Carnegie) - 1.0 FTE - Unfunded **2015 - \$58,704**
2016 - \$59,665

The Community Creative Center (CCC) launched in 2013 in the historic 1904 Carnegie Building in Library Park. The CCC is a creative reuse of this historic structure and provides flexible, inexpensive spaces for the community to rent to support their creative endeavors. The space currently includes galleries and performance space, a classroom, and meeting space. The building also serves as home to Beet Street’s Arts Incubator of the Rockies (AIR), and will soon house the Fort Collins Public Access Network (FCPAN).

This offer funds the following:

- Full-time Gallery Coordinator to manage the successful gallery program at the Community Creative Center. This position will schedule the space with artists, manage contracts, oversee exhibit installations, produce marketing materials, update the web calendar, and ensure the building has ongoing open hours for public use.
- Open a lounge area for the public to convene, work and network at a convenient Downtown location, supporting creative innovation and engagement.
- Supplies and equipment to make the building more functional and usable, including gallery equipment and wireless service throughout the building.

In 2014, the gallery will be rented for 30+ weeks by more than local 60 artists. This usage meets recommendations in the 2008 Cultural Plan and Plan Fort

CULTURE AND RECREATION

Collins. This mix of activities will create a vital and collaborative sense of place with synergy that can be leveraged into economic impact and build capacity for a growing creative industry.

This offer is needed in order to keep the rental rates affordable for artists and community members, and keep the building free and accessible to all citizens and visitors. The revenue generated helps cover some costs, but isn't meeting the full need of running this popular program. It was anticipated Beet Street would provide a portion of the staffing, but this hasn't happened and it appears Beet Street will no longer be a tenant after August 2014.

12.4 ENHANCEMENT: Education/Outreach Program (Lincoln Center) - 0.75 FTE - Unfunded **2015 - \$69,930**
2016 - \$71,249

This offer supports arts and cultural educational outreach through the Lincoln Center. As the leader in cultural programming, the Lincoln Center is uniquely positioned to increase the accessibility of arts and culture to our community's youth. The Lincoln Center brings dozens of shows and exhibitions each season with incredibly talented and dedicated performing and visual artists, many of whom are trained and willing to provide outreach activities that our community may not have access to otherwise.

This offer requests a 0.75 FTE Outreach Coordinator and associated activity costs for educational opportunities such as:

- Artists going into the schools to perform and actively engage students, ensuring we connect with children who may not otherwise have access to arts and culture
- Hosting children and their families at the Lincoln Center for performances for a nominal or no fee
- Free tickets to performances for families in poverty as part of a 5 by 5 program, to expose children by age 5 to 5 cultural experiences
- Engaging students in play writing, art making, dance/movement, improv, music, etc.
- Teacher workshops and trainings on incorporating arts and creative learning across disciplines

Research shows that exposure to and participation in arts and culture build confidence and self-esteem, increase math and problem-solving skills, and increase testing scores. Most recently, the Department of Education Reform at the University of Arkansas completed a comprehensive study on the value of performing arts field trips to students. The study found that participating in two or more culturally enriching field trips increased students' desires to participate in cultural activities, not just attend them, specifically in minority students; increased students' perceived tolerance of others' viewpoints; and increased the rate at which students agreed with the empathy statement, "I am concerned when other people have problems."

12.5 ENHANCEMENT: Museum Marketing and Client Services Support - Unfunded **2015 - \$94,000**
2016 - \$94,000

This offer funds increased ongoing marketing expenses to begin to fully expose the community and the region to the new Fort Collins Museum of Discovery (FCMoD). This offer also includes increased equipment and services to support rental client needs as an enhanced, marketable service. The community has demonstrated strong interest in attending the Museum and renting spaces for events and meetings. There is high demand for community partnerships for programs and events. FCMoD is experiencing higher than anticipated operating costs. Many of these costs, including insurance, mowing, snow removal, janitorial services, and hourly staff to help run the new museum, are included in the Cultural Services base offer 12.1. However, as these costs have increased, other primary operations costs have not been addressed that are important to the success of the Museum. These costs primarily include increased business technology needs and the need to increase public awareness of this new facility.

CULTURE AND RECREATION

FCMoD is dedicated to providing a high level of customer service. We need to enhance our visibility across the city and the region. As noted in a recent study by Americans for the Arts, out-of-town visitors spend approximately \$40.19 at local businesses with each visit, and local visitors spend \$19.53. Based on our visitation, it is conceivable that FCMoD generated approximately \$3,000,000 in revenue for the local economy. Our Nonprofit partner manages a \$60,000 marketing budget, resulting in an average of only 50 cents per visitor, or half of what industry standards suggest. With the City matching the Nonprofit partner budget of \$60,000, the institution can begin to fully meet its marketing needs to continue to draw locally and regionally, as well as promote events like free days. When combined with additional business technology support, FCMoD can strengthen visitation through marketing our exhibits, programs, facility rental opportunities and more.

12.7 ENHANCEMENT: Contractual Financial Coordinator (Museum) - 0.5 FTE - Unfunded **2015 - \$38,692**
2016 - \$39,626

This offer requests funding for a 0.5 FTE Contractual Financial Coordinator position at the Fort Collins Museum of Discovery (FCMoD) to manage the finances of the institution in the interest of the City. FCMoD is a public-private partnership between the City and the Fort Collins Museum of Discovery Nonprofit Partner. Both partners contribute to the institutional budget, yet maintain separate financial records. There must be a clear understanding and coordination of the financials from each partner, as well as for the institution as a whole, in order to provide transparency, accountability and protection of assets to both partners and to the community. This position is critical in providing clarity and transparency, and in ensuring the interests of each partner are addressed and that the goals of FCMoD are being met. As the organization continues to grow, and with the complexity presented by the public-private partnership, effective and efficient financial oversight is critical to the success of the Fort Collins Museum of Discovery.

This position will coordinate the finances of the institution, develop financial systems and reporting, ensure coordination and transparency for each partner on the overall institution budget, manage accounts receivable and payable, and track financial performance and measures.

The City currently does not have a dedicated financial or accounting position on staff at the Museum, and has been covering these duties with hourly assistance and through the Co-Executive Directors of the City and Non-Profit partner.

This position is requested as contractual and will be reviewed at the end of this budget cycle to determine at what level this position should be ongoing for the Fort Collins Museum of Discovery.

12.8 KFCG ENHANCEMENT: Opportunity Program/Fund (Museum) - Unfunded **2015 - \$75,000**
2016 - \$75,000

This offer supports the Fort Collins Museum of Discovery’s (FCMoD) Opportunity Program. This program provides free and reduced-cost access to FCMoD experiences and exhibits to those living with the challenge of poverty, and those in the restorative justice system. While the Opportunity Program is currently focused on reaching youth and children, there is need for the program to expand and reach other community members as well. This offer provides scholarships to support the program.

The Opportunity Program includes:

- Head Start Family Memberships provided to all Poudre School District families eligible for the Head Start Program

CULTURE AND RECREATION

- Free Explorer Passes provided to social service agencies throughout Larimer County
- Free admission provided to any visitor upon request
- Free admission to all students qualifying for Free & Reduced Lunch attending FCMoD on a school field trip
- Free Days each quarter during which admission is waived
- Youth Group Events, providing a day of activities for the Boys & Girls Club at FCMoD without charge

The Opportunity Program encourages youth to appreciate their community, experience a sense of belonging, and enhance self-esteem and dignity through museum experiences. FCMoD welcomes visitors of all circumstances, creates opportunities for families to learn about their own history within the context of the community, and enables young people to explore new concepts in a comfortable, supportive environment. The Opportunity Program encourages visits by those whose economic circumstances otherwise prohibit a museum visit. This respite from challenging circumstances allows families to feel welcomed and engaged in our community.

While the nonprofit partner has been successful in fundraising for this program, demand will always exceed resources. The Opportunity Program does not generate revenue; instead, its primary goal is to increase access to the museum for those who cannot pay.

12.9 ENHANCEMENT: Replace Performance Hall Seats (Lincoln Center) - Unfunded **2015 - \$0**
2016 - \$375,000

This offer requests one-time funding to replace the seats in the Lincoln Center performance hall. The 1,180 seats are original to when the theatre opened in 1978. The existing seats are well used, and are showing their age. The seats need regular maintenance and repair to keep them functioning, and patron surveys indicate the seats are wearing out and uncomfortable.

The 806 central seats were refurbished with new covers approximately 20 years ago. The 374 seats in the upper operas have not had any improvements since they were installed. During the 2010-2011 renovation of the Lincoln Center, there was not enough funding to replace the seats, especially when unexpected, more immediate structural needs came to light.

This offer would completely remove the existing fixed seating, cut and patch existing anchors, and reinstall new seating according to the manufacturer's requirements. The replacement will accommodate ADA seating options and provide some portable/modular seating for flexibility.

If new seats are purchased, the old seats will be sold through the City's auction process, donated to a non-profit, recycled or disposed of. Given their current condition and age, we do not anticipate they will produce significant revenue through the auction.

12.11 ENHANCEMENT: Digital Teleconferencing & Audio Support (Lincoln Center) - Funded **2015 - \$101,500**
2016 - \$0

This offer requests one-time funding in 2015 for the purchase of audio/visual equipment that would bring the Lincoln Center's production capabilities up to our city's world-class standards. Currently, the Lincoln Center is unable to offer teleconferencing services, a demand that an increasing number of large-scale conferences, conventions and meetings are requiring. This offer would allow the Lincoln Center to offer these services, simultaneously bringing Fort Collins' premiere event space up to current event technology standards and creating additional revenue streams.

CULTURE AND RECREATION

These enhancements include:

- HD projectors, screens, and appropriate lenses
- HD cameras and video mixers
- A state-of-the-art digital audio console
- Eight monitors for individual mixes

With the acquisition of this equipment the Lincoln Center can continue to “lead in cultural experiences,” while ensuring its ability to “provide world-class municipal services.” Several recent events booked into the Lincoln Center, including CSU’s International Union of Pure and Applied Chemistry Symposium and the Net Zero conference, required live broadcasts to or from the performance hall, which was a new, innovative piece for the Lincoln Center, but challenging because the performance hall does not have this equipment on hand. By bringing this equipment into the inventory of Lincoln Center offerings we will limit our reliance on external contractors and broaden our ability offer quality services for a premium.

12.13 ENHANCEMENT: Graphics Specialist (Cultural Services) - 0.5 FTE - Unfunded **2015 - \$37,153**
2016 - \$38,056

This offer funds a 0.5 FTE graphic design classified position to support Visual Arts, the Carnegie Creative Center, and Conference Services at the Lincoln Center. Currently the administrative teams for these individual units have stretched their resources and skills to their limits in the area of graphic design. These teams spend an exceptional amount of time piecing together this graphic work through outside contractors, interns, or trying to create graphic materials on their own for marketing purposes and Council materials. Visual materials are by necessity a core operation in the arts and culture business model, and should be developed within the culture of the Department of Cultural Services in an efficient, effective and consistent manner which our current process is not providing.

Rather than spend time, energy and resources competing for a contractor’s attention, and recruiting and training new interns each semester, this position could be effectively working on projects and freeing up staff time to be more productive at core duties. By bringing this position in house, we will have more control over the time, activity and quality of the work.

Given our department's need to generate 75% of our annual revenue and the high day-to-day demands and deadlines this position will incur, it is most effective and efficient for this position to be in the Cultural Services Department. The position will follow all brand guidelines established by the City's Communications and Public Involvement Office (CPIO) and will coordinate with them as appropriate.

21.1 ENHANCEMENT: Poudre River Downtown Project - Funded **2015 - \$1,000,000**
2016 - \$0

The purpose of this \$1 million offer is to acquire and remediate land adjoining the Poudre River near the Coy Diversion structure. This is an area identified in the Poudre River Downtown Master Plan that could be redeveloped as a kayak park while also enhancing habitat and mitigating flood waters. The funds in this offer may also be utilized to complete final design, engineering, and construction documentation for this section of the river. This offer catalyzes the longer-term effort to transform this section of the Poudre River.

CULTURE AND RECREATION

The funds would be used in conjunction with up to \$950,000 in Federal Emergency Management Agency (FEMA) grant funds (grant application pending) to acquire and remediate four parcels totaling 1.66 acres. The parcels are located on the north side of East Vine Drive and are located in the floodway or floodplain. Acquiring the parcels has been a long-term objective of the Stormwater Utility and the City. There are structures on the properties that would be removed and the surface would be restored to vegetation or other public amenities (that comply with FEMA restrictions).

The community has a strong interest in retaining and enhancing the natural character of the Downtown river reach as well as enhancing the area’s relationship and connectivity to the Downtown core.

As the Poudre River Downtown Master Plan developed, it became clear that the so-called “Coy Diversion” reach of the river from College Avenue to the Burlington Northern Santa Fe Railway Bridge has great potential to be transformed into a remarkable community asset. By combining stormwater, recreation, and habitat and vegetation improvements, a “trifecta” of community interests and needs can be addressed.

In addition to this offer, the total infrastructure improvements to this reach of the river are estimated at \$6 million. This offer jump-starts and augments the \$6 million project, which may be funded in the future via other means.

41.1 Building on Basics (BOB) Park Improvements - Funded **2015 - \$1,703,622**
2016 - \$37,500

The City has four older parks and more than 30 neighborhood parks. This project will add improvements, such as new playgrounds, picnic shelters, restrooms, landscaping and sidewalks needed to keep our parks useful, enjoyable and attractive. All improvements will meet ADA requirements. Where appropriate, projects will be coordinated with other City departments and programs to provide the most cost-effective and beneficial improvements.

44.1 The Gardens on Spring Creek - Funded **2015 - \$593,237**
2016 - \$612,329

Celebrating its 10th anniversary in 2014, the Gardens on Spring Creek is proud to be Fort Collins' community botanic garden. The Gardens is a public-private partnership between the City of Fort Collins and the Friends of the Gardens on Spring Creek, a 501(c)3 organization. The mission of the Gardens is to improve the lives of people and foster environmental stewardship through horticulture. The Friends support this mission through fundraising and advocacy.

Each year, the Gardens offers 60,000+ visitors the opportunity to enjoy beautiful and inspirational gardens, educational programs for youth and adults, special events throughout the year, volunteer opportunities for all ages, and community and school garden programs. Highlights from 2013 include:

- Garden projects, such as the opening of the Sustainable Backyard to educate visitors about how to make their yards more sustainable, and the addition of a model railroad and Discovery Zone in the Children’s Garden.
- Horticulture staff and volunteers grew 6,800 plants for the Parks Department, 20,660 plants for use in the gardens and the Spring Plant Sale, and 600 holiday plants for sale in December.
- Staff, volunteers and local experts educated 4,900+ youth and adults about gardening, cooking and crafting.
- Partnerships with 30+ organizations across the city including Colorado State University, Poudre School District, University of Colorado Health and the

CULTURE AND RECREATION

Food Bank for Larimer County.

- The Gardens had 159 regular and 548 one-day volunteers who donated 6,994 hours of their time.

This offer funds the operations and maintenance of the Gardens on Spring Creek. It includes \$212,500 in revenue earned by the Gardens in 2015 and \$224,500 in 2016 through earned revenue (rentals, classes, gift shop sales, etc.), fundraising events (Garden a'Fare and Spring Plant Sale), special events (Garden of Lights and Harvest Festival) and donations.

44.4 ENHANCEMENT: Assistant Manager for the Gardens on Spring Creek - 1.0 FTE - Unfunded **2015 - \$95,495**
2016 - \$87,438

NOTE: This Offer includes \$20,000 of fundraising revenue, which would need to be decreased if this offer is not funded.

Each year, the Gardens on Spring Creek offers 60,000+ visitors the opportunity to enjoy beautiful and inspirational gardens, educational programs for youth and adults, special events throughout the year, volunteer opportunities for all ages, and community and school garden programs.

In addition, the Gardens has four acres of developed gardens with five more gardens being designed for installation in 2015-2016. The Gardens also has a 1,400 sq. ft. greenhouse and a 1,500 sq. ft. hoop house used to propagate plants for the Parks Department, the Gardens and for sale to the public.

The Gardens currently has 12 employees, all of whom report to the Gardens Director. To create a succession plan for the long-term success of the Gardens and effectively manage operations of one of the largest cultural institutions in northern Colorado, the Gardens seeks an Assistant Manager position. This position will report directly to the Gardens Director.

The responsibilities of the Assistant Manager will include:

- Overseeing the horticulture department, including plant propagation, garden maintenance, equipment maintenance and sustainability practices
- Establishing and overseeing the policies and procedures for the maintenance of the gardens collections, and assisting in formulating and interpreting administrative policies of institution
- Venue and operations management for rentals, special events and classes
- Participating in the preparation of short-term and long-range plans and the department's annual operating and horticulture budgets
- Overseeing the activities of contractors for garden-related projects; recruiting, selecting, training, directing and overseeing the work of staff, interns and volunteers

The Gardens Director will continue to directly oversee community outreach, fundraising, marketing, volunteer programs, and adult and youth education programs.

68.1 Memorial Parks - Funded **2015 - \$763,368**
2016 - \$764,506

This offer funds the City's Cemeteries Division within the Parks Department. This division operates and maintains the two City-owned cemeteries, Grandview and Roselawn. Operations include office functions, site maintenance, historical record keeping and sales of burial and memorialization

CULTURE AND RECREATION

services. Maintenance of grounds includes preparing memorial sites for interments, setting headstone foundations, irrigation, mowing, trimming and overall care of the grounds.

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 the ongoing maintenance of the cemetery grounds.

74.1 Community Services Administration and Technology Support - Funded **2015 - \$331,957**
2016 - \$339,243

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

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

The Community Services Technology Team currently consists of one Systems Analyst, 0.5 FTE Systems Specialist and centralized PC hardware/software support through the IT department's HelpDesk. This team supports the continued infrastructure and technologies that are business-critical to the divisions and departments of Community Services. 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 and controls, irrigation systems controls, Video Security, Digital Signage, Theatrical Systems, Electronic Time Keeping, Point of Sales, and Free Public Wi-Fi.

74.2 KFCG ENHANCEMENT: Systems Specialist - 0.5 FTE - Funded **2015 - \$52,451**
2016 - \$53,504

Currently there is a 0.5 FTE Systems Specialist position within the Community Services and IT Support offer (74.1). This position is shared with Neighborhood Services. It has been determined that a 0.5 FTE Systems Specialist position is not sufficient to support all the current and ongoing IT needs of Community Services departments.

The Community Services Technology Team supports the continued infrastructure and technologies that are business-critical to the divisions and departments of Community Services. 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 and controls, irrigation systems controls, Video Security, Digital Signage, Theatrical Systems, Electronic Time Keeping, Point of Sales, and Free Public Wi-Fi.

Just within the current 2013/2014 budget cycle, Altru, IriSBG, Stone Orchard Cemetery Management, Integrated and Standalone Credit Card Processing, and numerous specialized systems for Museum exhibits and controls, irrigation systems controls and web applications have been added.

CULTURE AND RECREATION

Only having one full-time staff position totally engaged in all the IT needs is dangerous to the success of this service area. The work load is too much for one staff person and sharing staff did not provide enough engagement by a 0.5 FTE to provide the necessary support to improve this dire situation.

Providing a full-time position to be completely focused on the IT needs of the service area is necessary to provide cross training as well as support for ever increasing technology needs.

76.1 Golf Courses - Funded **2015 - \$3,246,424**
2016 - \$3,372,848

This offer is for the operation, maintenance and administration of the City-owned municipal golf courses (City Park Nine, Collindale, and SouthRidge Golf Courses). The three municipal golf facilities provide high quality golfing amenities, including a variety of play options and pricing, quality grounds and infrastructure, and full-service pro shops and concessions. The golf 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, and the food and beverages provided by Restaurant/Snack Bar Concessionaires. The golf professionals and concessionaires are independent contract vendors acquired through a public bid process. They hire their own staff to operate the pro shops and restaurants, reducing the need for additional City employees.

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

78.1 Utilities Capital Project: Art in Public Places - Light & Power - Funded **2015 - \$87,642**
2016 - \$70,476

In accordance with City ordinance, 1% of applicable Light & Power capital construction budgets are allocated for Art in Public Places (APP). Collaborations between the Utilities Department and the Art in Public Places Program leverage resources, transform the equipment, and expand educational outreach into the community. As an example, the APP Transformer Cabinet Mural project is a collaborative graffiti abatement project that brings art into the community. To date, 164 cabinets have been completed. In addition, APP is currently working with Utilities/Light & Power to create educational art elements that will be placed in the Fort Collins Museum of Discovery exhibit floor.

79.1 Utilities Capital Project: Art in Public Places - Stormwater - Funded **2015 - \$47,636**
2016 - \$35,700

In accordance with City ordinance, 1% of applicable capital construction budgets in the Stormwater Fund is allocated for Art in Public Places (APP). Collaborations between the Utilities Department and the Art in Public Places Program leverage resources, improve the site and expand the educational outreach into the community. As examples of the projects funded by Stormwater APP, the multi-year Storm Drain Marker Project creates

CULTURE AND RECREATION

community-designed storm drain markers with a theme. The Creekside Park Flood Marker project, also funded by Stormwater APP, created an artist-designed flood marker that replaced a wood marker at Creekside Park. In addition, APP is currently working with Utility staff to create a flood marker for the Water Restoration Project at the Woodward site.

83.1 Ice and Aquatics - Funded **2015 - \$2,162,759**
2016 - \$2,244,625

This offer funds Recreation’s Ice and Aquatic programs, facilities, operations and staff. The Ice and Aquatics service area includes the operation of the following facilities: EPIC, Mulberry Pool, City Park Pool, and the Senior Center Pool. In 2013 these facilities received more than 890,000 visits. This area also manages and coordinates recreational programming including: swimming lessons, lifeguard training, public swimming, PSD swim team practices/meets, therapy swimming, ice skating classes, figure skating practice and competitions, ice hockey club practices and competitions, speed skating, curling and adaptive skating programs. In 2013 Ice and Aquatics recorded more than 234,000 program participants. The Ice and Aquatics area provides several local and regional organizations access to pools and ice rinks. Partners include: PSD, CSU, regional swim teams, Figure Skating Club, Ice Hockey Clubs and more.

Recreation employs a number of seasonal and hourly staff that equate to 40.8 FTEs in Ice and Aquatics, providing the following services:

- Management and maintenance of widely used Recreation facilities: EPIC, Mulberry Pool, City Park Pool, and Senior Center pool.
- Recruiting, hiring and training lifeguards who provide citizens and visitors a safe experience at pools.
- Providing the community safe, positive and beneficial recreational opportunities.
- Encouraging healthy lifestyles by providing access to high quality recreational programs and facilities.

83.2 Recreation Activities and Programs - Funded **2015 - \$4,544,518**
2016 - \$4,690,154

This offer funds the Recreation Department’s programs, facilities, operations and staff. Recreation provides a variety of programs that help the community lead enriched and healthy lives. Recreation determines the programs offered by understanding the recreational needs of the community and developing appealing programs. Offering a wide range of popular programs is a hallmark of a successful recreational operation. Recreation programs influence the community’s health and wellness by providing opportunities such as: youth and adult sports, teen activities, fitness programs, early childhood activities, art, dance, adult/senior programs and social activities, and outdoor recreation. Adaptive accommodations are available for all programs. The Farm, Northside Aztlan Community Center, Senior Center, Pottery Studio, Rolland Moore Racquet Facility, Foothills Activity Center (formerly Youth Activity Center) and Club Tico comprise the facility locations where these programs are held. This program area provided recreation opportunities to 298,000 participants in 2013. More than 835,000 visits were recorded at these facilities in 2013.

This offer includes hourly staff that equate to 57.62 FTEs in 2015 and 59.09 FTEs in 2016, providing:

- Management & maintenance of Recreation facilities: The Farm, Northside Aztlan Community Center, Senior Center, Pottery Studio, Rolland Moore Racquet Facility, Foothills Activity Center, Club Tico
- Partnering with organizations to provide recreational opportunities, facilities and programs including: PSD, CSU, local and regional health-care providers, local and regional businesses and non-profits
- Providing safe, positive and life-enriching recreational opportunities

CULTURE AND RECREATION

- Encouraging healthy lifestyles by providing access to high quality recreational programs and facilities
- Recruiting, hiring and training high quality recreation employees who provide excellent recreational opportunities to all community members regardless of age or abilities

83.3 Recreation Administration and Communications Services - Funded **2015 - \$984,032**
2016 - \$980,998

This offer funds the Recreation Department’s administration, finance, customer service and communications services and resources. Recreation Administration includes the Recreation Director, Financial Analyst, administrative support staff, customer service supervisor and communications staff. This offer contains key staff members who manage critical aspects of the department’s operations. Administration, finance, customer service and communications provide the department important direction that ensures quality, stability and sustainability. Administration provides direction and implements necessary changes to verify the department is responsive, sustainable and remains a positive, life-enriching resource for the community. Finance ensures that all accounting and financial information and entries are accurate, timely and follow all accounting standards principles and City of Fort Collins requirements. Communications, marketing and community relations initiate community engagement, increase participation and coordinate outreach efforts. Customer service provides a vital component of Recreation’s operational strategy and is a priority for the department moving forward.

- Manages all operational aspects of the department
- Develops, manages, and implements department-wide changes, identifies areas for improvement
- Identifies and investigates Recreation community partnerships
- Oversees Recreation’s financial programs, budget, customer database, and services
- Manages all aspects of customer service throughout the entire department
- Manages all communications, marketing, outreach and public relations
- Publishes the department’s “Recreator” publication of the departments programs, facilities and resources
- Provides the community safe, positive and life-enriching recreational opportunities
- Encourages citizens to live and practice a healthy lifestyle

83.4 ENHANCEMENT: Recreation Facility Improvements & Equipment Replacement - Funded **2015 - \$220,000**
2016 - \$30,000

This offer funds facility improvements and equipment replacement through Recreation Reserves. Foothills Activity Center (FAC) is expected to open mid-2015. This offer will provide furniture, fixtures and equipment, IT connectivity infrastructure, Art in Public Places (APP) project funds, and other associated costs. The FAC is a partnership between the City of Fort Collins and Alberta Development Partners, LLC, and will be located on the new mall’s property. Upon completion of the facility, Recreation will begin working on the interior and infrastructure connectivity of the facility. Also included in 2015 is replacement of the fitness room floor at the Northside Aztlan Community Center and replacement of maintenance and utility equipment for The Farm. The Farm’s current maintenance equipment is well-used and approaching the end of its lifecycle. Recreation’s cargo van used by Youth and Adult Sports will approach its lifecycle end in 2015, and we anticipate a new vehicle will be required for cost efficiency and safety.

-Foothills Activity Center (FAC) is a partnership between the City of Fort Collins and Alberta Developers (mall developer). Recreation requests use of reserve funds to complete and furnish the project.

CULTURE AND RECREATION

- As construction begins for FAC an Art in Public Places project may be required. Funding will enable Recreation to incorporate artwork in the project.
- The Farm requires new maintenance and utility equipment to ensure the facility is clean, safe and appropriately managed.
- Recreation’s cargo van will reach lifecycle end in 2015.

83.6 ENHANCEMENT: Poudre School District (PSD) After School Enrichment - Funded **2015 - \$69,400**
2016 - \$69,400

This offer funds the Recreation Department/PSD collaborative after-school program at the Northside Aztlan Community Center. This funding provides enrollment fees and transportation by PSD buses and drivers to Northside Aztlan Center from Irish and Putnam Elementary Schools while offering academic support and recreational opportunities for both the summer programs and after school. Additional hourly staff is included in order to meet child/teacher ratios. Interns have also been utilized to meet the necessary ratios. The program has benefitted nearly 200 participants and augments programs currently offered by Recreation. Children are provided a safe and positive environment to grow, learn and stay active. Other benefits of after-school programs are also readily apparent. A 2013 joint report from the U.S. Department of Education and the U.S. Department of Justice details the reduction in behavioral problems in classrooms and the increased self-confidence and conflict resolution skills of students who are regular after-school participants. The Harvard Family Research Project studies show that after-school programs help students from low-income families overcome the inequities they face in their schools and the community.

83.7 KFCG ENHANCEMENT: Passenger Van Replacement - Funded **2015 - \$0**
2016 - \$65,000

This offer funds the replacement purchase of one 15-person passenger van to be used by City of Fort Collins Recreation Department. The van will be used to transport Recreation participants to programs, events and activities. The Department’s current vans are well used and have completed their lifecycle effectiveness. Typically each van completes more than 150 trips and transports 2,000 passengers per year. These vans are available to other departments when not being used by Recreation.

83.9 KFCG ENHANCEMENT: Communications and Outreach Project - Unfunded **2015 - \$40,000**
2016 - \$0

This offer funds a Recreation Department communications and outreach project. Recent community focus groups have determined that outreach should be a priority for Recreation moving forward. The Recreation Department would like to increase communication efforts with the goal of better informing and engaging the public. This communication and community awareness project involves several aspects including market research, communication strategy development, marketing plan development, creative design, campaign deployment and post-campaign measurement. The plan also includes partnership development and media relations support. The project’s goal is to create community awareness of recreation services, facilities and programs. This offer also includes funding the Recreation Department’s participation in the National Recreation and Parks Association (NRPA) gold medal program. To participate in the gold medal program the Recreation Department is required to develop a video production that features the department’s accomplishments. Important Recreation resources such as “Recreator” would also benefit from additional funding. Recreation staff is currently in place and ready to develop the communications and outreach project.

CULTURE AND RECREATION

83.10 ENHANCEMENT: Vida Sana Program - Unfunded **2015 - \$33,616**
2016 - \$66,231

This offer continues the Vida Sana Program that is currently being funded by a grant from the Coalition for Activity and Nutrition to Defeat Obesity (CanDo) and the Colorado Department of Health and Environment. The grant is scheduled to expire in June 2015.

The City of Fort Collins Recreation Department, through the Northside Aztlan Community Center (NACC), will continue to provide access to culturally relevant physical activity to the low-income Latino population.

NACC will continue to track members' participation, progress and outcomes of the increased access to physical activity opportunities. Moreover, NACC, as a trusted and reputable location for members of the target population, will serve as a site for additional programs/classes generated by the Vida Sana Coordinator. NACC staff will also assist in connecting Vida Sana participants to other facets of community efforts currently underway to address health equity, such as the ACHIEVE project, Bike and Pedestrian Education Coalition, etc.

As a condition of the original grant, Recreation Staff agreed to explore additional funding to continue the program upon conclusion of the three-year grant. Other grant sources are not available at this time.

83.11 KFCG ENHANCEMENT: Recreation Scholarship Program - Funded **2015 - \$70,000**
2016 - \$70,000

This offer funds \$30,000 each year of the requested increase for low-income scholarships from KFCG Reserves. This program provided nearly 3,000 scholarships to low-income youth in 2013 to allow them to participate in Recreation programs. Six-month unlimited visit facility passes are also available at a low cost to qualifying households. Nearly 3,500 passes were issued in 2013. The program is well used with more than 20,000 visits last year, and serves as a positive experience for Fort Collins families while offering them access to life-enriching recreational programming.

- The Reduced fee program serves 6,000 family members per year.
- Demand exceeds scholarship dollars available; however at this time no one is excluded from participating if eligible for reduced fees.
- The growing demand for reduced fee programs by the low-income population has a direct impact on Recreation's ability to generate revenue and reduces the ability to expand other programming opportunities.

98.1 Parks, Trails and Facility Grounds Maintenance - Funded **2015 - \$6,059,790**
2016 - \$6,257,202

This offer funds maintenance for 44 parks (872 acres), 34 miles of trails, 6 recreation facilities, 3 park satellite shops and the 4th of July celebration.

Maintenance of park sites include:

- irrigating and mowing of turf
- trash collection
- cleaning and maintaining flower and shrub beds

CULTURE AND RECREATION

- maintaining and scheduling sports fields
- maintaining tennis courts, horseshoes pits, volleyball courts, bike courses and skate parks
- cleaning and repairing restrooms, playgrounds, shelters and dog parks
- snow removal at parking lots and sidewalks
- cleaning and repairing graffiti and vandalism issues
- maintaining water features and fountains
- managing the annual 4th of July celebration

Trail maintenance includes:

- trail repairs
- trash pick up
- monitoring trails for debris and safety issues
- repairing infrastructure such as bridges and fencing
- snow removal
- cleaning graffiti and repairing vandalism

Grounds maintenance of Recreation facilities includes:

- irrigating and mowing of turf
- trash collection
- cleaning and maintaining flower and shrub beds
- snow removal on sidewalks and parking lots

Shop operations and maintenance includes:

- tools, equipment, parts and supplies purchasing and inventory monitoring
- Repairs of equipment and small engines
- shop repairs

This offer also included funding for the Parks Lifecycle program. This program provides repair and replacement of all parks infrastructure needed beyond the daily routine maintenance at parks sites.

The Parks Division also manages the annual 4th of July celebration at City Park. This includes organizing the parade in partnership with Recreation, hiring the fireworks vendor and evening entertainment, and preparation and clean up of City Park.

98.2	KFCG ENHANCEMENT: Americans with Disabilities Act (ADA) Playground Compliance -	2015 - \$115,000
	Funded	2016 - \$135,000

This proposal seeks to bring all Parks playgrounds up to a basic, minimum Americans with Disabilities (ADA) compliance level. In 2010, the United States Department of Justice (DOJ) issued a final rule in order to adopt enforceable accessibility standards under the Americans with Disabilities Act (ADA).

CULTURE AND RECREATION

These standards ensure that state and local government services do not discriminate against individuals on the basis of disability. This proposal sets a goal of converting all remaining non-ADA playgrounds within five years. In most cases, a conversion of surface material from sand to engineered wood fiber (EWF) is the only change necessary. In other cases, surfacing material changes, entry ramps and playground equipment upgrades are necessary due to stricter guidelines on play component ratios. When equipment upgrades are necessary, the current lifecycle budget will match the proposed amount listed in this offer because of the high cost of playground structures.

This proposal seeks to fill the most basic needs of this core service that is currently not able to be met by an underfunded Parks Lifecycle program. Historically, 12% of the Lifecycle budget has been spent on playgrounds renovations. Only risks to health/safety are currently being addressed. Additionally, new guidelines for ADA enacted in 2012 have created additional burdens to be met when renovating play areas. Children’s play areas are a core service of the City’s park system. From pocket parks to large-scale settings, play areas of all sizes give children across Fort Collins the opportunity to explore, engage and enjoy the world around them. The Parks Department developed this budget proposal in order to ensure that the City provides its residents with an accessible, equitable and sustainable network of play areas.

The Parks Division goal is to bring all playgrounds up to ADA standards within 5 years using KFCG funding at a cost of \$630,000; \$250,000 will be requested this budget cycle.

98.3 KFCG ENHANCEMENT: Southeast Community Park - Funded

2015 - \$116,000

2016 - \$204,000

This offer funds the one-time equipment costs for Southeast Community Park through the use of ongoing and reserve Keep Fort Collins Great (KFCG) Parks and Recreation funds. This park is the next community park scheduled to be built in the Parks and Recreation Policy Plan. The park construction is funded with Community Park Impact Fees collected over several years on new construction in the City. The park will be completed in late 2016 with a soft opening in the fall. Equipment costs for new community parks can be expensive, so this offer softens that impact by spreading the burden over this two-year budget cycle.

Since the beginning of KFCG Parks and Recreation funding in 2011, a portion of these funds has been set aside to fund maintenance for seven new neighborhood parks, as specified in the ballot language. Since the neighborhood parks are being built over several years, this funding was used for trails construction the last two budget cycles and was reduced as parks were completed. Trail construction funding from lottery proceeds had been severely impacted during the economic downturn due to lottery proceeds being diverted to park maintenance, so this funding source helped offset the loss of lottery proceeds. This budget cycle restores lottery proceeds to trail construction, so KFCG funds for neighborhood parks that have not been built yet will be used to fund one-time equipment costs for Southeast Community Park; \$116,000 will be spent in late 2015 and \$114,000 in 2016. Additionally, \$90,000 of KFCG reserves will be used in 2016.

Equipment needed for this park includes a large 580D mower, two smaller mowers with snow brooms, three trucks, a trailer, electric utility vehicles, a ball field rake and a skid steer loader.

CULTURE AND RECREATION

98.5 KFCG ENHANCEMENT: Shelter at Inspiration Playground - Unfunded **2015 - \$100,000**
2016 - \$0

This offer will use Parks and Recreation Keep Fort Collins Great 2013 reserves to build a shelter at Inspiration Playground in Spring Canyon Community Park. The Parks Division has received many requests for another shelter at Inspiration Playground. Many parties and activities are hosted at the playground and the shelter would be in high demand. The shelter would be built adjacent to the playground on the west side. Placing a shelter at this location will help meet community demand for additional amenities at the playground. In order to reduce conflicts, the shelter will be reserved for a fee. The fees collected will pay for maintenance of the shelter, including trash removal, cleaning and infrastructure repair as needed.

98.7 ENHANCEMENT: Crew Chief and Southeast Community Park Start-Up Costs - 1.0 FTE - Funded **2015 - \$0**
2016 - \$144,411

This offer funds the one-time start-up costs for Southeast Community Park. This park is the next community park scheduled to be built in the Parks and Recreation Policy Plan. The park construction is funded with Community Park Impact Fees collected over several years on new construction in the City. The park will be completed in late 2016 with a soft opening in the fall. Initial start-up costs for new community parks are needed prior to opening the park so maintenance staff has the proper tools and facilities in place to begin maintenance immediately when the park opens to the public. Prior experience has shown new community parks receive many visits immediately upon completion of certain components and staff must be prepared for these users.

In order to make a successful transition from construction to opening, past experience has shown that having a Crew Chief available early in the last year of construction to evaluate various aspects of the construction from a maintenance perspective has helped with proper completion of facilities and construction punch lists. This offer requests a Crew Chief be hired at the beginning of 2016 to assist with this process.

Completion of this park creates a new district for the Parks Division (per the Parks Division Strategic Plan). A new Crew Chief is needed to supervise the new district and will be instrumental in preparing the satellite maintenance facility and staff for the park opening to the public. Start-up costs include all the furniture and computers needed for offices, kitchen appliances and furnishings, conference room tables and electronic needs, shop equipment and tools, and lockers and supplies for hourly staff.

General Fund one-time funding is being requested for this offer.

99.1 Urban Forest Management - Funded **2015 - \$1,352,035**
2016 - \$1,383,785

This offer funds the management of the Fort Collins municipal urban forest by the Forestry Division. The offer provides maintenance of 47,800 trees on developed City property (urban forest), as well as some services that impact private property trees. The Fort Collins municipal urban forest includes 27,000 street trees and 20,800 park trees. Street trees are located on City right-of-way along the edges of streets and in medians. Park trees are located in parks, golf courses, cemeteries, recreational and cultural facilities, and on other City property. The appraised value is more than \$40 million. The planting, care, maintenance and perpetuation of City trees provide citizens a safe, attractive and environmentally beneficial municipal urban forest.

Urban Forest Management Services:

CULTURE AND RECREATION

- Development and implementation of sound management practices for tree pruning, removal and protection that provide public safety and enhance tree aesthetics and environmental benefits
- Ensure that all development provides tree planting, protection and mitigation to meet Land Use Code requirements
- Enforce the requirements of the Vegetation Ordinance by 1) licensing commercial tree services, 2) issuing work permits on city trees, 3) issuing notices to remove, prune or treat private trees threatening public areas or that are infested with an epidemic insect or disease, and 4) regulating the planting of prohibited species
- Provide planting and management of new and replacement trees on City property
- Respond to customer requests for tree maintenance, planting and information
- Develop and implement community-wide management plans and strategies for epidemic insects and diseases
- Oversee the wood recycling and mulch distribution program
- Lead urban forest storm damage response
- Provide public education and information on trees and urban forestry
- Maintain an inventory of City property trees with location, species, size and condition identified

99.2 KFCG ENHANCEMENT: Forestry Priority Safety Tree Pruning and Removal - Funded **2015 - \$90,000**
2016 - \$90,000

Improving public safety is a primary objective of this offer. By funding this offer, a backlog of hazard tree work will be addressed.

This offer is a one-time request to fund a backlog of priority tree pruning and removal work over a two-year period. Priority areas have been identified that have not received maintenance pruning in more than 10 years and are a critical backlog of tree maintenance work. Listed under offer highlights are the priority areas to receive tree maintenance work in this offer with the estimated year of completion. Pruning and removal work in these areas will improve public safety, and increase tree aesthetic and environmental benefits. Funding will be used to hire contractors to perform the work, while City Forestry crews address other priority maintenance cycle pruning and customer requests. Removed trees will be replaced where appropriate.

Priority Safety Tree pruning and Removal Objectives:

- Improve public safety in work areas
- Ensure priority areas will receive pruning and removal work in 2015-2016
- Address requests that have been received for work in priority areas
- Improve tree health and aesthetics in work areas

99.3 ENHANCEMENT: Forestry Emerald Ash Borer Pre-Infestation - Funded **2015 - \$53,127**
2016 - \$54,742

This offer funds actions prior to the detection of Emerald Ash Borer (EAB) in Fort Collins. We estimate that ash may make up 20-25% of the total tree canopy in Fort Collins. EAB is an insect with the capacity to kill all untreated ash trees. EAB has not been found in Fort Collins yet, but it is in Boulder. Preliminary action now will help us be more prepared to manage EAB once it is here.

We are asking for one-time funding of the following items in the 2015-2016 budget cycle: 1) an inventory of trees on private property, 2) increased

CULTURE AND RECREATION

monitoring efforts, 3) use of contract arborists to inspect ash trees on private property, and 4) the purchase of land to serve as a marshaling and processing yard for ash debris (Offer 25.13).

Private property inventory:

- Forestry does not have a good estimate of how many ash are on private property.
- A private tree inventory allows us to assess and analyze total canopy cover in the City and determine the resultant impact of losing the ash component.
- Combining the City inventory with information gained from a private inventory will allow Forestry to more accurately estimate cost/benefit ratios used to develop an overall EAB management plan.
- Total benefits provided from ash will be estimated from this information. Work would be conducted using a consultant or through an intern and existing staff.

Private ash tree inspections:

- Forestry does not currently have the resources needed to inspect private trees. This offer would cover the use of licensed arborists to inspect private trees.

Monitoring:

- Monitoring ash for the presence of EAB is critical for early detection and management of this pest. The individual(s) assigned to do the private tree inventory would have the additional duty of aiding the monitoring efforts. Private arborists would also be used for private tree inspections.

122.1 Utilities Capital Project: Art in Public Places - Water - Funded

2015 - \$44,298

2016 - \$148,400

On April 18, 1995, City Council adopted legislation creating an Art in Public Places (APP) program for the City. The APP program, as described in the City Code and the APP Guidelines, establishes procedures and guidelines for the acquisition of art and creates a program to ensure that public art is integrated into City construction projects.

One percent of applicable capital construction budgets in the the Water Fund are budgeted in this offer for Art in Public Places in accordance with City ordinance.

132.1 Utilities Capital Project: Art in Public Places - Wastewater - Funded

2015 - \$74,456

2016 - \$78,035

On April 18, 1995, City Council adopted legislation creating an Art in Public Places (APP) program for the City. The APP program, as described in the City Code and the APP Guidelines, establishes procedures and guidelines for the acquisition of art and creates a program to ensure that public art is integrated into City construction projects.

One percent of applicable capital construction budgets in the the Wastewater Fund are budgeted in this offer for Art in Public Places in accordance with City ordinance.

CULTURE AND RECREATION

143.1 ENHANCEMENT: Streetmosphere - Unfunded **2015 - \$22,822**
2016 - \$22,822

This initiative is brought forward by individual citizens of Fort Collins in order to deliver outcomes within the Culture and Recreation sector. The Board of Beet Street is recommending the City award \$22,822 in 2015 and \$22,822 in 2016 as an enhancement to services in FY 2015-2016 to Beet Street (an independent 501(c)3 not-for-profit arts agency) to provide the Streetmosphere program in Downtown Fort Collins.

Since 2010, Streetmosphere has transformed Downtown Fort Collins each summer into a spontaneous, outdoor performing arts festival by producing high quality, free performances that boost civic pride for our local, creative talent. The agency has auditioned and hired more than 240 local acts including classical, jazz, country, bluegrass, and pop musicians; dancers; actors; comedians; jugglers; magicians; painters; weavers and poets.

Beet Street’s mission is to develop Fort Collins into a nationally recognized arts and culture destination by distinguishing Fort Collins as an intellectually vital community that fosters, celebrates and inspires human creativity. The organization has functioned as a central clearinghouse and umbrella advocacy organization providing community development to local artists, arts organizations and the creative sector. A few of the services that Beet Street provides in addition to Streetmosphere include a centralized calendar of activities, regular e-newsletters, organizational and artist directories, a website, convening and facilitating programs, leadership and advocacy.

This contract will help define the City’s role in sustaining the character of Fort Collins. Beet Street will be able to enhance our existing sense of creative place that values and sustains artists and community. The partnership with the City will aid in promoting a healthy, sustainable economy reflecting community values to embrace diversity, ensure resiliency, provide opportunity and preserve place.

157.1 ENHANCEMENT: Prospect Road and Timberline Road - Enhanced Community Space - Unfunded **2015 - \$250,000**
2016 - \$700,000

This offer funds efforts to implement a multi-departmental effort to preserve and improve open space at the southwest corner of Prospect and Timberline, adjacent to Spring Creek. A diverse City team has already been assembled to discuss the rare opportunity for conservation and enhancement at one of the City’s key arterial intersections.

This offer provides \$950,000 to fund a private property acquisition of 0.75 acres, and design and construction of a 2.2-acre Enhanced Community Space bounded by Prospect Road, Timberline Road and the Great Western Railway. The Spring Creek and Spring Creek Trail bisect the property, and the southern end of the site contains the City-owned grain silos from the Johnson Farm. The silos and Spring Creek will serve as the inspirational elements for the vision of transforming the property into an interactive City asset.

- Collaborative effort by Engineering, Planning, Stormwater, Natural Areas, Parks and Real Estate Services
- Implements ideas and concepts from the Nature in the City program
- Opportunity to conserve a view corridor at one of the City’s busiest arterial intersections
- Bank reshaping along Spring Creek to provide a more diverse ecosystem (plantings, wildlife)
- Water Quality and Low Impact Development (LID) techniques within the Spring Creek basin
- Conceptual Level designs and cost estimates have been developed for the property

CULTURE AND RECREATION

- Native and low-water landscaping (extension of the Spring Creek habitat throughout the property)
- Enhanced bicycle and pedestrian experience by connecting the Spring Creek Trail to the Prospect and Timberline sidewalks
- Interpretive signing about the ecosystem, water quality, landscaping and history of the silos

160.1 Parks Forestry Vehicle and Equipment Replacement Existing Payments - Funded **2015 - \$188,804**
2016 - \$188,804

This offer provides a dedicated funding source for vehicles and equipment in Parks and Forestry in accordance with the vehicle and equipment replacement program. This offer includes the replacement of cars, vans, trailers and trucks for the following divisions:

- * Parks Maintenance
- * Parks Planning
- * Forestry
- * Horticulture

The replacement criteria are:

- * Cars/Pickups/Vans – 90,000–95,000 miles
 - * Small Mowers – 2,000 hours
 - * Medium to Large Mowers - 3,500 hours
 - * Utility Trucksters – 4,500 hours
 - * Small Dump Trucks – 120,000-130,000 miles
 - * Backhoes/Loaders – 8,000–8,500 hours
 - * Trailers – 10 years
 - * Other equipment – case-by-case basis
- Plus Physical Condition and Economics

160.3 Culture, Parks & Recreation Utilities and Building Operations - Funded **2015 - \$1,496,174**
2016 - \$1,673,234

This offer provides funding for Utilities (electrical, natural gas, water, wastewater and storm drainage) costs for 19 Cultural Services-, and Parks and Recreation-occupied City Buildings:

- * Grandview new shop
- * Grandview office
- * Lincoln Center
- * Museum
- * Museum of Discovery
- * Horticulture Center
- * Parks Shop
- * Fossil Creek Parks Shop
- * Spring Canyon Maintenance Shop

CULTURE AND RECREATION

- * EPIC
- * Civic Center Park Fountain Pump
- * City Park Center
- * City Park Pool/Bathhouse
- * Lee Martinez Farm office
- * Mulberry Pool
- * Northside Aztlan Community Center
- * Pottery Studio
- * Senior Center
- * Foothills Activity Center

160.4 ENHANCEMENT: EPIC Pool Bulkhead and Pool Gutter Replacement - Funded **2015 - \$261,000**
2016 - \$320,000

This offer is to replace the two 28-year-old movable bulkheads and gutter system in the main pool at EPIC. The bulkhead system is the divider structure where swimmers start or finish and can be moved to accommodate many different swimming program needs. They provide the flexibility and safety to have swim lessons, lap swimming, and diving events at the same time. It also gives the local high school and club swim teams the opportunity to hold local, state and regional meets at EPIC. These bulkheads are moved frequently by swim team parents to meet the needs for practices and meets.

This offer is one of the deficiencies pointed out in the pool study done in the fall of 2012. It recommends that new bulkheads made of fiberglass be installed and a new skimmer/carriage system for the bulkheads and pool be installed. Replacement of these items will allow for easier and safer moving of the bulkheads and more succinct alignment of starting blocks for competitive swimmers (current system is barely within competitive pool standards), and will improve pool water quality.

160.5 ENHANCEMENT: Lincoln Center Asbestos Abatement - Funded **2015 - \$78,000**
2016 - \$0

The Lincoln Center is located at 417 W. Magnolia St. The plaster board in one of the larger meeting rooms (Columbine) was tested and confirmed to be an asbestos-containing material (ACM) and should be removed so that no environmental accidents occur.

The scope involves the removal of asbestos plaster from above this room on the main level. Approximately 2,900 square feet of plaster (single layer) will be removed from above the HVAC ductwork, air handlers, and acoustic ceiling tile (false ceiling) of this work area.

160.6 Parks Forestry Vehicle and Equipment 2015-16 Replacements - Funded **2015 - \$69,943**
2016 - \$182,158

This offer provides a dedicated funding source for vehicles and equipment in Parks and Forestry in accordance with the vehicle and equipment replacement program. This offer includes the replacement of cars, vans, trailers and trucks for the following departments:

- * Parks Maintenance

CULTURE AND RECREATION

- * Parks Planning
- * Forestry
- * Horticulture

The replacement criteria are:

- * Cars/Pickups/Vans – 90,000–95,000 miles
 - * Small Mowers – 2,000 hours
 - * Medium to Large Mowers - 3,500 hours
 - * Utility Trucksters – 4,500 hours
 - * Small Dump Trucks – 120,000-130,000 miles
 - * Backhoes/Loaders – 8,000–8,500 hours
 - * Trailers – 10 years
 - * Other equipment – case-by-case basis
- Plus Physical Condition and Economics

160.7 ENHANCEMENT: EPIC Pool Improvements - Funded **2015 - \$1,500,000**
2016 - \$0

This offer is to perform major maintenance at the EPIC pool. Several deficiencies in the pool and HVAC system need to be corrected to improve air and water quality.

A complete pool study was conducted in 2013 on the mechanical, structural, aquatic and operations of the EPIC therapy, kids', and main pool. The results of the study determined the pool water circulation rate is inadequate for current State of Colorado standards. In addition, several major deficiencies in the pool and HVAC systems were identified. These deficiencies need to be corrected in order to provide the highest quality service at the EPIC facility.

This offer is to correct major deficiencies in the pool and HVAC system at EPIC.

168.1 KFCG ENHANCEMENT: Northside Skate Park Lights - Funded **2015 - \$155,000**
2016 - \$0

This offer funds the installation of lights for the skate park at the Northside Aztlan Center. The lights will provide additional skating opportunities during the fall, winter and spring when daylight is limited in the evenings. The skaing community has been active in requesting the lights since the installation of the skate park.

The annual operation and maintenance for the lights is estimated at \$1,000.

THIS PAGE INTENTIONALLY LEFT BLANK



Economic Health

Fort Collins promotes a healthy, sustainable
economy reflecting community values



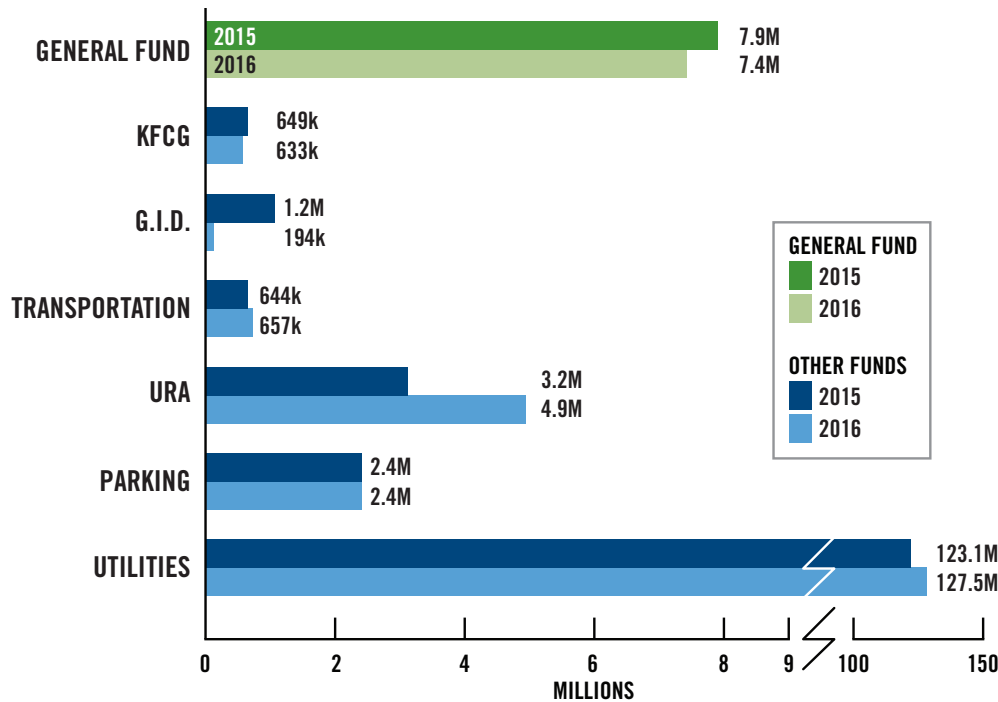


Economic Health

2015 General Fund & Other Funds – 139.1M

2016 General Fund & Other Funds – 143.7M

- Development Review
- Economic Program
- Electric



OVERVIEW

The Economic Health Outcome funds a package of programs and services that support the Economic Action Plan. The strategic objectives for Economic Health, as outlined in the 2015–2016 Strategic Plan, are as follows:

- 3.1. Align economic health goals and strategy across all levels of the organization, and refine and agree upon the economic tools the City uses.
- 3.2. Improve policies and programs to retain, expand, incubate and attract primary employers where consistent with City goals.
- 3.3. Support workforce development and community amenities initiatives that meet the needs of employers within the city.
- 3.4. Improve effectiveness through collaboration with economic health-oriented regional partners.
- 3.5. Sustain high water quality to support the community and water-dependent businesses.
- 3.6. Maintain utility systems and services, infrastructure integrity and stable, competitive rates.
- 3.7. Support sustainable infill and redevelopment to meet climate action strategies.
- 3.8. Preserve the City's sense of place.
- 3.9. Provide transparent, predictable and efficient processes for citizens and businesses interacting with the City.
- 3.10. Address Downtown parking issues identified in the adopted Parking Plan, including funding, convenient access, and integrated transit and alternate mode solutions.
- 3.11. Encourage the development of reliable and cost-effective ultra high speed internet services throughout the community.

FUNDING SOURCES

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

Electric rates are planned to increase 1.9% in both 2015 and 2016. These rate increases are entirely for bulk power purchase agreements with Platte River Power Authority (PRPA).

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

KEY PURCHASES

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

ENHANCEMENTS PURCHASED

	2015	2016
Additional Temporary Support for the Fort Collins-Loveland Airport	92,500	92,500
Broadband Strategic Plan	300,000	0
Civic Center Parking Structure Major Maintenance	242,000	270,050
Downtown Restroom	350,000	0
Fort Collins Public Access Network Expanded Support	40,000	40,000
GID Old Town Square Renovations	1,000,000	0
Hourly Planning Interns	85,731	88,023
Industry Cluster Support and Development	200,000	200,000
Mountain Vista Subarea Plan Strategic Update	40,000	0
Old Town Parking Structure Major Maintenance	100,000	100,000
Old Town Parking Structure Pay Machine and Move Booth	60,000	0
On-Street Pay Parking Public Engagement	50,000	0
Parking Enforcement Vehicles	75,000	75,000
Partnership for a New Downtown Plan	125,000	75,000
Support CSU Ventures - Advanced Industries Proof of Concept Program	50,000	50,000
Support Larimer Small Business Development Center	40,000	40,000
Positions added:		
- Administrative Assistant (Development Review) - 0.5 FTE	32,009	32,810
	2,882,240	1,063,383

Drilling Platform - Ranked Offers by Outcome

Budget Years: 2015 - 2016

ECONOMIC HEALTH - 2015

Offer	Offer Cost Total	Offer Funding			
		GENERAL FUND Dedicated	GENERAL FUND Ongoing	OTHER FUNDS	RESERVES
26.1 Utilities: Light & Power Purchase Power	84,569,000	0	0	84,569,000 <i>Light & Power Fund</i>	0
23.1 Utilities: Light & Power Operations	9,016,626	0	0	9,016,626 <i>Light & Power Fund</i>	0
20.1 Utilities: Light & Power Payments and Transfers	17,556,273	0	0	17,556,273 <i>Light & Power Fund</i>	0
50.2 Urban Renewal Authority Commitments & Bond Payments	3,000,557	0	0	2,156,416 <i>URA - N. College District URA - Prospect South TIF Dis</i>	844,141 <i>URA - N. College District URA - Prospect South TIF Dis</i>
24.1 Utilities: Light & Power System Additions and Replacements	11,416,744	0	0	7,622,429 <i>Light & Power Fund</i>	3,794,315 <i>Light & Power Fund</i>
50.1 Urban Renewal Authority Operations	247,956	0	0	247,956 <i>URA - N. College District</i>	0
46.1 Economic Health Office Programs and Services	656,439	0	585,339	71,100 <i>Keep Fort Collins Great Fund</i>	0
62.1 Development Review Programs and Services	4,905,439	3,791,260 <i>Development Review</i>	384,503	729,676 <i>Keep Fort Collins Great Fund Transportation Fund</i>	0
100.1 Downtown Landscaping and Maintenance	1,564,147	226,236 <i>DDA Contributions Park Fees</i>	970,708	367,203 <i>General Improvement District 1 Keep Fort Collins Great Fund</i>	0
63.1 Parking Services	1,996,660	0	48,600	1,948,060 <i>Parking Fund</i>	0

Drilling Platform - Ranked Offers by Outcome

Budget Years: 2015 - 2016

ECONOMIC HEALTH - 2015

Offer	Offer Cost Total	Offer Funding			
		GENERAL FUND Dedicated	GENERAL FUND Ongoing	OTHER FUNDS	RESERVES
73.1 General Improvement District (GID) Administration	78,565	0	0	78,565	0
				<i>General Improvement District 1</i>	
133.1 Convention and Visitor Services	850,500	850,500	0	0	0
		<i>Lodging Taxes</i>			
73.2 ENHANCEMENT: GID Old Town Square Renovations	1,000,000	0	0	80,000	920,000
				<i>General Improvement District</i>	<i>General Improvement District 1</i>
62.3 ENHANCEMENT: Hourly Planning Interns	85,731	85,731	0	0	0
		<i>Development Review</i>			
62.4 ENHANCEMENT: Administrative Assistant - 0.5 FTE	32,009	32,009	0	0	0
		<i>Development Review</i>			
60.1 Utilities Capital Project: Computerized Maintenance Management System	326,000	0	0	163,000	163,000
				<i>Water Fund Wastewater Fund Stormwater Fund</i>	<i>Light & Power Fund</i>
63.2 ENHANCEMENT: Civic Center Parking Structure Major Maintenance	242,000	0	0	0	242,000
					<i>Parking Fund</i>
63.3 ENHANCEMENT: Old Town Parking Structure Major Maintenance	100,000	0	0	0	100,000
					<i>Parking Fund</i>
46.7 ENHANCEMENT: Support Larimer Small Business Development Center	40,000	40,000	0	0	0
		<i>General One-time Revenue</i>			
46.13 KFCG ENHANCEMENT: Industry Cluster Support and Development	200,000	0	0	200,000	0
				<i>Keep Fort Collins Great Fund</i>	

Drilling Platform - Ranked Offers by Outcome

Budget Years: 2015 - 2016

ECONOMIC HEALTH - 2015

Offer	Offer Cost Total	Offer Funding			
		GENERAL FUND Dedicated	GENERAL FUND Ongoing	OTHER FUNDS	RESERVES
63.4 ENHANCEMENT: Parking Enforcement Vehicles	75,000	0	0	0	75,000 <i>Parking Fund</i>
152.1 ENHANCEMENT: Broadband Strategic Plan	300,000 <i>General One-time Revenue</i>	150,000	0	0	150,000 <i>Light & Power Fund</i>
75.1 ENHANCEMENT: Partnership for a New Downtown Plan	125,000	0	0	0	125,000 <i>General Fund</i>
63.5 ENHANCEMENT: Old Town Parking Structure Pay Machine and Move Booth	60,000	0	0	0	60,000 <i>Parking Fund</i>
46.16 ENHANCEMENT: Additional Temporary Support for the Fort Collins-Loveland Airport	92,500 <i>General One-time Revenue</i>	92,500	0	0	0
63.6 ENHANCEMENT: On-Street Pay Parking Public Engagement	50,000	0	50,000	0	0
46.15 ENHANCEMENT: Support CSU Ventures - Advanced Industries Proof of Concept Program	50,000 <i>General One-time Revenue</i>	50,000	0	0	0
100.6 ENHANCEMENT: Downtown Restroom	350,000	0	0	0	350,000 <i>General Fund</i>
46.18 ENHANCEMENT: Fort Collins Public Access Network Expanded Support	40,000	0	0	40,000	0 <i>Keep Fort Collins Great Fund</i>
62.8 ENHANCEMENT: Mountain Vista Subarea Plan Strategic Update	40,000	0	40,000	0	0
Funded Offers	139,067,146	5,318,236	2,079,150	124,846,304	6,823,456

Drilling Platform - Ranked Offers by Outcome

Budget Years: 2015 - 2016

ECONOMIC HEALTH - 2015

Offer	Offer Cost Total	Offer Funding			
		GENERAL FUND Dedicated	GENERAL FUND Ongoing	OTHER FUNDS	RESERVES
63.8 KFCG ENHANCEMENT: Old Town Parking Structure Major Maintenance	202,500	0	0	202,500	0
				<i>Keep Fort Collins Great Fund</i>	
144.1 ENHANCEMENT: Parking Capacity Model	45,000	45,000	0	0	0
		<i>General One-time Revenue</i>			
46.3 ENHANCEMENT: Economic Health Reserve Fund	50,000	0	50,000	0	0
46.5 ENHANCEMENT: Land Readiness Analysis and Strategic Plan	100,000	0	0	0	100,000
					<i>General Fund</i>
46.6 KFCG ENHANCEMENT: Block 33 Redevelopment Plan	50,000	0	0	50,000	0
				<i>Keep Fort Collins Great Fund</i>	
100.3 ENHANCEMENT: Downtown Parks Shop Design and Funding	500,000	0	0	0	500,000
					<i>General Fund</i>
63.7 KFCG ENHANCEMENT: Large Vehicle Parking	1,500,000	0	0	1,500,000	0
				<i>Keep Fort Collins Great Fund</i>	
100.4 KFCG ENHANCEMENT: Trash and Recycling Enclosure Maintenance for Montezuma Fuller Alley	3,843	0	0	3,843	0
				<i>Keep Fort Collins Great Fund</i>	
100.5 ENHANCEMENT: Downtown Maintenance Expansion - 200 Block of N. College	31,000	0	31,000	0	0
62.7 ENHANCEMENT: Billboard Reduction Program	250,000	0	0	0	250,000
					<i>General Fund</i>
Unfunded Offers	2,732,343	45,000	81,000	1,756,343	850,000

ECONOMIC HEALTH - 2015

Offer	<u>Offer Cost</u>	<u>Offer Funding</u>			
	Total	GENERAL FUND Dedicated	Ongoing	OTHER FUNDS	RESERVES
Total Offers	141,799,489	5,363,236	2,160,150	126,602,647	7,673,456

Drilling Platform - Ranked Offers by Outcome

Budget Years: 2015 - 2016

ECONOMIC HEALTH - 2016

Offer	Offer Cost Total	Offer Funding			
		GENERAL FUND Dedicated	Ongoing	OTHER FUNDS	RESERVES
26.1 Utilities: Light & Power Purchase Power	88,792,000	0	0	88,792,000	0
				<i>Light & Power Fund</i>	
23.1 Utilities: Light & Power Operations	9,224,790	0	0	9,224,790	0
				<i>Light & Power Fund</i>	
20.1 Utilities: Light & Power Payments and Transfers	17,884,728	0	0	17,884,728	0
				<i>Light & Power Fund</i>	
50.2 Urban Renewal Authority Commitments & Bond Payments	4,676,840	0	0	4,676,840	0
				<i>URA - N. College District URA - Prospect South TIF Dist URA - MALL FUND</i>	
24.1 Utilities: Light & Power System Additions and Replacements	11,580,428	0	0	8,837,491	2,742,937
				<i>Light & Power Fund</i>	<i>Light & Power Fund</i>
50.1 Urban Renewal Authority Operations	254,596	0	0	254,596	0
				<i>URA - N. College District</i>	
46.1 Economic Health Office Programs and Services	662,455	0	591,355	71,100	0
				<i>Keep Fort Collins Great Fund</i>	
62.1 Development Review Programs and Services	5,009,668	3,788,167	478,736	742,765	0
		<i>Development Review</i>	<i>Keep Fort Collins Great Fund</i>	<i>Transportation Fund</i>	
100.1 Downtown Landscaping and Maintenance	1,661,347	294,594	1,015,719	351,034	0
		<i>DDA Contributions Park Fees</i>	<i>General Improvement District 1 Keep Fort Collins Great Fund</i>		
63.1 Parking Services	2,035,318	0	50,400	1,984,918	0
				<i>Parking Fund</i>	

Drilling Platform - Ranked Offers by Outcome

Budget Years: 2015 - 2016

ECONOMIC HEALTH - 2016

Offer	Offer Cost Total	Offer Funding			
		GENERAL FUND Dedicated	GENERAL FUND Ongoing	OTHER FUNDS	RESERVES
73.1 General Improvement District (GID) Administration	78,877	0	0	78,877	0
				<i>General Improvement District 1</i>	
133.1 Convention and Visitor Services	816,200	816,200	0	0	0
		<i>Lodging Taxes</i>			
62.3 ENHANCEMENT: Hourly Planning Interns	88,023	88,023	0	0	0
		<i>Development Review</i>			
62.4 ENHANCEMENT: Administrative Assistant - 0.5 FTE	32,810	32,810	0	0	0
		<i>Development Review</i>			
63.2 ENHANCEMENT: Civic Center Parking Structure Major Maintenance	270,050	0	0	0	270,050
					<i>Parking Fund</i>
63.3 ENHANCEMENT: Old Town Parking Structure Major Maintenance	100,000	0	0	0	100,000
					<i>Parking Fund</i>
46.7 ENHANCEMENT: Support Larimer Small Business Development Center	40,000	40,000	0	0	0
		<i>General One-time Revenue</i>			
46.13 KFCG ENHANCEMENT: Industry Cluster Support and Development	200,000	0	0	200,000	0
				<i>Keep Fort Collins Great Fund</i>	
63.4 ENHANCEMENT: Parking Enforcement Vehicles	75,000	0	0	0	75,000
					<i>Parking Fund</i>
75.1 ENHANCEMENT: Partnership for a New Downtown Plan	75,000	0	0	0	75,000
					<i>General Fund</i>

Drilling Platform - Ranked Offers by Outcome

Budget Years: 2015 - 2016

ECONOMIC HEALTH - 2016

Offer	Offer Cost Total	Offer Funding			
		GENERAL FUND Dedicated	GENERAL FUND Ongoing	OTHER FUNDS	RESERVES
46.16 ENHANCEMENT: Additional Temporary Support for the Fort Collins-Loveland Airport <i>General One-time Revenue</i>	92,500	92,500	0	0	0
46.15 ENHANCEMENT: Support CSU Ventures - Advanced Industries Proof of Concept Program <i>General One-time Revenue</i>	50,000	50,000	0	0	0
46.18 ENHANCEMENT: Fort Collins Public Access Network Expanded Support <i>Keep Fort Collins Great Fund</i>	40,000	0	0	40,000	0
Funded Offers	143,740,630	5,202,294	2,136,210	133,139,139	3,262,987
63.8 KFCG ENHANCEMENT: Old Town Parking Structure Major Maintenance <i>Keep Fort Collins Great Fund</i>	214,600	0	0	214,600	0
144.1 ENHANCEMENT: Parking Capacity Model <i>General One-time Revenue</i>	10,000	10,000	0	0	0
62.6 KFCG ENHANCEMENT: Envision Fort Collins (formerly City Plan) <i>Keep Fort Collins Great Fund</i>	500,000	0	0	500,000	0
46.3 ENHANCEMENT: Economic Health Reserve Fund <i>General One-time Revenue</i>	50,000	7,500	42,500	0	0
146.1 ENHANCEMENT: East Mulberry Corridor Plan and Annexation Impacts <i>General Fund</i>	400,000	0	0	0	400,000
100.3 ENHANCEMENT: Downtown Parks Shop Design and Funding <i>General Fund</i>	500,000	0	0	0	500,000

Drilling Platform - Ranked Offers by Outcome

Budget Years: 2015 - 2016

ECONOMIC HEALTH - 2016

Offer	Offer Cost Total	Offer Funding			
		GENERAL FUND Dedicated	GENERAL FUND Ongoing	OTHER FUNDS	RESERVES
100.4 KFCG ENHANCEMENT: Trash and Recycling Enclosure Maintenance for Montezuma Fuller Alley	3,843	0	0	3,843	0
				<i>Keep Fort Collins Great Fund</i>	
100.5 ENHANCEMENT: Downtown Maintenance Expansion - 200 Block of N. College	10,500	0	10,500	0	0
62.7 ENHANCEMENT: Billboard Reduction Program	250,000	0	0	0	250,000
					<i>General Fund</i>
Unfunded Offers	1,938,943	17,500	53,000	718,443	1,150,000
Total Offers	145,679,573	5,219,794	2,189,210	133,857,582	4,412,987

ECONOMIC HEALTH

20.1 Utilities: Light & Power Payments and Transfers - Funded **2015 - \$17,556,273**
2016 - \$17,884,728

This offer includes required payments and transfers in the Light & Power Fund including: payment in lieu of taxes (PILOTs), transfer to the General Fund for administrative services, risk management, debt service, and Light & Power's portion of shared services provided by the Utilities Customer & Administrative Services Fund (CS&A). Other, smaller transfers include annual payments to the Office of Emergency Management, supplemental payment to the General Employees Retirement Plan, payment for investment services, and bad debt expense.

PILOTs are mandated by Charter 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 in taxes and franchise fees 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 equating to approximately \$1.2 million per year.

The administrative transfer to the General Fund pays for administrative services provided to Light & Power including finance, purchasing, human resources, City Manager and City Attorney.

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, 21st Century Utility, safety and security, utilities finance and budget, asset management, information technology, regulatory and government affairs, and building and grounds maintenance. The Light & Power Fund is allocated 41.6% of the fund's expenses.

23.1 Utilities: Light & Power Operations - Funded **2015 - \$9,016,626**
2016 - \$9,224,790

This offer funds the Administration and General Operations (A&G), Electric Standards Engineering, Electric System Substations and Control, Electric Field Services and Electric Systems Engineering for the City's Light & Power (L&P) electric utility. The offer consists of personnel and associated overhead costs supporting management of the L&P organization, as well as the design, planning and construction related to replacing electrical infrastructure and operating the City's substation and electric system controls. Additionally, vehicles and tools related to design and construction practices are included.

A safe, reliable and cost-effective electric system is foundational to economic health, public safety and virtually every activity in the community. To ensure system integrity, City electric facilities are designed, constructed, operated and maintained by qualified personnel only. The Utility has installed more than 98% 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.

ECONOMIC HEALTH

24.1 Utilities: Light & Power System Additions and Replacements - Funded **2015 - \$11,416,744**
2016 - \$11,580,428

This offer provides labor, construction materials and equipment to efficiently provide affordable, safe and reliable electric service. The efforts supported by this offer include system improvements, new customer connections, new subdivision construction, replacing aging infrastructure, and reliability improvements. The offer focuses on three areas: labor, construction materials and equipment.

26.1 Utilities: Light & Power Purchase Power - Funded **2015 - \$84,569,000**
2016 - \$88,792,000

This offer funds the purchase of wholesale electric power in 2015 and 2016 from Platte River Power Authority (PRPA). The power is purchased through PRPA Tariff 1. Beginning in 2015, the energy purchased through Tariff 1 will be a blend of conventional and renewable sources. The wholesale energy purchased is then delivered through the City's electrical distribution system to the residential and businesses customers in Fort Collins.

This offer does not include the additional premium cost related to the purchase of 76,000,000 kWh of 100% renewable energy via PRPA Tariff 7. Cost for the Tariff 7 renewable energy is included in Offer 59.1 within the Environmental Health area.

46.1 Economic Health Office Programs and Services - Funded **2015 - \$656,439**
2016 - \$662,455

This offer funds the City's Economic Health Office (EHO). The EHO was formed in 2005-2006 as a reaction to the Economic Vitality and Sustainability Action Group (EVSAG), a grassroots citizen group that identified numerous economic challenges facing the community. The EHO has continued to evolve, most recently joining the Environmental Services and Social Sustainability Departments as part of the Sustainability Services Area (SSA). SSA's objective is to develop and deliver triple-bottom-line analysis, policy and projects on behalf of the City.

The EHO supports the SSA objective by managing the day-to-day economic health activities of the City and implementing the 2012 Economic Health Strategic Plan (EHSP), adopted unanimously by City Council. The EHSP lists four key goals:

- Support existing employers of all sizes and new businesses
- Enhance the innovation ecosystem and economy
- Create a system for talent development, retention and recruitment
- Preserve and enhance the City's sense of place

In 2010, the Fort Collins Urban Renewal Authority (URA) joined the EHO. The URA provides a focused financial incentive to encourage the redevelopment of targeted geographic areas within the city. In this budget cycle, the URA remains within the EHO, but has a separate budget offer funded by tax increment and not the General Fund (Offer 50.1).

In 2015-2016, EHO will focus on "place-making" by using a decision-making approach intended to preserve and enhance the community by optimizing its economic, environmental and social values. The EHO will rely on its fellow departments in SSA to help achieve this refined approach. Objectives in

ECONOMIC HEALTH

2015-2016 include:

- Encouraging a diversity of jobs across incomes to address housing affordability and underemployment
- Defining a role for the City in workforce development and readiness to address the existing skills gap
- Strengthening relationships with regional economic development partners to enhance local efforts consistent with City values

46.3 ENHANCEMENT: Economic Health Reserve Fund - Unfunded **2015 - \$50,000**
2016 - \$50,000

This offer funds \$50,000 for the Economic Health Office (EHO) to assist small- to medium-size businesses (companies with fewer than 200 employees) that are staying in, expanding or relocating in Fort Collins. Existing businesses form the backbone of a thriving economy. They typically represent the best opportunity for increasing jobs and the tax base, and the greatest economic threat if they close or relocate. To encourage the creation and retention of jobs, which is an explicit goal of the 2012 Economic Health Strategic Plan, the EHO has a competitive set of financial assistance tools to offer businesses; however, these tools typically favor large companies because they are based on the level of investment made. Smaller businesses with fewer resources can be disproportionately impacted by the costs associated with growing or moving, and this reserve fund would expand the toolbox to be more effective for all sizes of companies.

The fund would be used in the following ways:

- Backfill rebates of Capital Expansion and/or Development Review fees
- Dollar-for-dollar match for companies that receive Colorado First Training Grants

The EHO has a robust business assistance policy that establishes parameters by which it considers providing financial incentives; these will be refined specific to these funds prior to any distribution (anticipated at between three and six months). The funds will be targeted to businesses with up to 200 employees and in three main categories: (1) primary employers, (2) early stage companies (e.g., graduates from Rocky Mountain Innosphere), and/or (3) companies identified as members of the Uniquely Fort Collins cluster. The evaluation process will use similar criteria to the adopted policy for Developing Primary Employer Business Assistance Packages, which includes economic impact, contribution to quality of place, alignment with City objectives, natural resource stewardship and community well-being.

46.5 ENHANCEMENT: Land Readiness Analysis and Strategic Plan - Unfunded **2015 - \$100,000**
2016 - \$0

This offer provides \$100,000 for consulting services to conduct development-readiness analysis and strategic plans for employment- and industrial-zoned land in Fort Collins. Managed by the Economic Health Office (EHO), the analysis would be a collaborative effort to answer the following key questions:

- What is the current and future demand for commercial and industrial space?
- How does the City's supply compare to the demand?
- How can the City better position and/or adjust its supply to meet current and future demand?

Given that Fort Collins has a fixed growth boundary, there is limited space to accommodate future business growth. Strategy 2.6 of the Economic Health Strategic Plan directs the EHO to conduct a needs assessment to ensure that local companies have options for expansion and relocation within the city

ECONOMIC HEALTH

limits.

The analysis would include thorough discussions with stakeholders to understand the market, including clients of the Innosphere, Colorado State University (CSU)-based Engines and Energy Conversion Lab, CSU-based Research Innovation Center, real estate and site selection professionals, and other local companies. Once the market is well defined, the project would focus on understanding the City’s supply of land and/or existing buildings, and what gaps may exist between supply and demand. In addition to zoning, the analysis will take infrastructure into consideration when assessing the “readiness” of the space to accommodate commercial/industrial users. The final step would be to develop strategic recommendations that will guide future policy/regulatory decisions in order to ensure the City can meet future demand.

**46.6 KFCG ENHANCEMENT: Block 33 Redevelopment Plan - Unfunded 2015 - \$50,000
2016 - \$0**

In 1996, the City adopted the Downtown Civic Center Master Plan to guide future development in the twelve-block Civic Center area, and to create a human-scaled, walkable, mixed-use district anchored by civic spaces and buildings. Block 33, owned by the City and bounded by Cherry and Maple streets to the north/south and Howes and Mason streets to the west/east, was envisioned as a mixed-use block anchored by the historic Trolley Barn. The Plan envisioned using the Trolley Barn, located on the northwest corner of the block, as a 14,000-square-foot civic space, with residential and mixed-use buildings filling the remainder of the block.

Since adoption of the Plan, the City has implemented a portion of that vision on the eastern half of Block 33; two mixed use buildings have been completed, and another is slated for construction later this year. Separating the eastern and western portion of the block is a large alleyway that serves as an important mid-block pedestrian connection. The western half of the block has remained untouched; however, the City has been approached on several occasions by parties interested in rehabilitating the Trolley Barn. To date, the barn has been used primarily as a storage facility, despite the vision of being a vibrant civic space in the Civic Center Plan.

With the increased development activity in Downtown, the time is ripe to take a second look at Block 33 and develop a viable plan for revitalizing the western half of this important transitional block. This offer would provide \$50,000 for consulting services to assist staff in creating the Plan. The project would be managed by the Economic Health Office in close collaboration with Community Development and Neighborhood Services, Operations Services, and the Downtown Development Authority. An extensive public engagement process is envisioned that will solicit ideas and feedback from Downtown residents, businesses, and the community at large.

**46.7 ENHANCEMENT: Support Larimer Small Business Development Center - Funded 2015 - \$40,000
2016 - \$40,000**

This offer provides \$40,000 in 2015 and \$40,000 in 2016 to the Larimer Small Business Development Center (SBDC) to support small businesses and entrepreneurs start, grow and prosper in Fort Collins. The Larimer SBDC is a hybrid organization that fits the triple helix model (a partnership among the federal SBA, Front Range Community College and multiple private industries). The Larimer SBDC is a business support organization that performs two main functions:

1. Conduct training classes/workshops covering a wide range of key business issue such as sales, operation management, cash flow, tax preparation,

ECONOMIC HEALTH

etc.

2. Provide confidential, free, one-on-one consulting services to clients. Depending on client need, the SBDC will match the business with a consultant who has the skills and experience to address a client's concerns.

According to the Small Business Administration (SBA), small businesses provide 55% of all jobs and 66% of all net new jobs since 1970. Small businesses with few resources can be disproportionately impacted by the costs associated with starting and growing a business. The SBDC's ability to offer low-cost or free training is an invaluable resource to the small business/entrepreneurial community. Larimer SBDC estimates that 90% of their work directly benefits Fort Collins' businesses and entrepreneurs.

In addition, in 2012 and 2013 Larimer SBDC became a main point of contact for many businesses and entrepreneurs during disasters (2012 High Park Fire and 2013 Floods). Larimer SBDC worked with the SBA Disaster team to provide business recovery information and support applications.

46.13 KFCG ENHANCEMENT: Industry Cluster Support and Development - Funded **2015 - \$200,000**
2016 - \$200,000

The City of Fort Collins has invested in Industry Cluster Support and Development since 2004 when the Fort Collins Economic Vitality and Sustainability Action Group (EVSAG) recommended investigating business clusters as an economic health strategy. In 2006, City Council funded an Industry Cluster Analysis and Targeting Study. This study became the basis for the Target Industries formalized in an August 2010 resolution adopted by City Council (Resolution 2010-055), which reaffirmed and supported five clusters: 1) Clean Energy, 2) Water Innovation, 3) Bioscience, 4) Technology, and 5) Uniquely Fort Collins.

Investment in industry clusters has evolved since 2006. In 2012, City Council approved an Economic Health Strategic Plan (EHSP, Resolution 2012-044) that highlights growing the innovation economy by supporting industry clusters. The mission of each industry cluster is to nurture entrepreneurs through projects that demonstrate their new ideas and products. In turn, these projects often have a benefit to the local community. FortZED is an example of this type of project. FortZED seeks to transform the Downtown area and the main campus of CSU into a net zero energy district through conservation, efficiency, renewables and smart technologies, and achieving community carbon reduction and greenhouse gas reduction goals.

Most recently, the Economic Health Office (EHO) created an open and streamlined allocation process to distribute \$150,000 in funds for local cluster support and development through a competitive process. The City received 10 proposals totaling \$330,000 in funding. With many strong applications to consider, the evaluation committee and EHO opted to fund a diverse group of projects. Eight projects were awarded funding for a total of \$122,500, with seven proposals accepting final awards for a total of \$107,500. The remaining \$42,500 will be available for the second application round of the program; applications were due June 1, 2014.

46.15 ENHANCEMENT: Support CSU Ventures - Advanced Industries Proof of Concept Program - Funded **2015 - \$50,000**
2016 - \$50,000

The City has an opportunity to play a significant role in catalyzing the creation of high-paying, technology/knowledge-based jobs in the region, providing incentives for the highly-educated workforce created by top-tier research institutions like Colorado State University (CSU) to stay in the area and contribute to the local economy. CSU Ventures is requesting funding which, when leveraged with the State of Colorado's Advanced Industries (AI) Proof

ECONOMIC HEALTH

of Concept (POC) program, will promote the creation and success of new, technology-based companies in the community.

With an annual research base exceeding \$300M, CSU creates many novel technologies with the potential to become useful commercial products. These technologies are managed by CSU Ventures, the designated technology transfer entity for CSU, who transfers promising technologies to industry via patenting and licensing, either to existing companies or new, technology-based startups. A significant barrier in this process is the lack of funding available to prove the viability of CSU technologies outside of a laboratory setting; this funding gap inhibits the success of CSU startups.

Recently, the State of Colorado began allocating university technology transfer offices, including CSU Ventures, proof of concept funding under the Advanced Industries (AI) Program. This money is intended to bridge the funding gap; however, the program requires a 1:3 match (matching funds:state funds), and match sources are often hard to come by. By creating a source for these matching funds that would be accessible to suitable technologies, the community can take advantage of the 1:3 leverage provided by the AI program, supporting the creation of new, technology/knowledge-based jobs in Northern Colorado. This would complement other City-supported economic development efforts underway at organizations such as the Rocky Mountain Innosphere (RMI), promoting a sustained pipeline of new client companies.

46.16 ENHANCEMENT: Additional Temporary Support for the Fort Collins-Loveland Airport - Funded **2015 - \$92,500**
2016 - \$92,500

In 2014, the annual operating budget for the Fort Collins-Loveland Airport totaled \$783,750 and was funded from airport operating revenues, contributions from the Cities of Fort Collins and Loveland (\$177,500 from each City), and interest earnings. Historically, the City of Fort Collins required contribution (50 percent of the local match) has been \$85,000 and funded from General Fund ongoing revenue. In 2013 and 2014, an additional \$92,500 was funded from General Fund reserves. The increase was necessitated by the change in air service and the resulting decrease in federal funding of operations and capital/maintenance projects.

This offer requests the additional \$92,500 to fund operations of the airport become an ongoing expense and come from General Fund ongoing revenues.

46.18 ENHANCEMENT: Fort Collins Public Access Network Expanded Support - Funded **2015 - \$40,000**
2016 - \$40,000

This offer provides \$40,000 to support the ongoing work of the Fort Collins Public Access Network (FCPAN).

FCPAN has been a non-profit 501(c)(3) organization since 1994 and is the only volunteer-driven community-generated public access television in Fort Collins and Northern Colorado. Under the franchise agreement between the City and Comcast, the City must provide a public access channel and has contracted FCPAN to operate it for the community.

FCPAN is moving to a new home in the Community Creative Center in 2014 with a “media center” and studio where the community can continue to train, produce and air local, relevant and commercial-free programs that showcase Fort Collins. This offer provides funding awarded to FCPAN to directly benefit our citizens who have requested more access to studio time, classes, and training and mentorship. FCPAN and City staff will work together to outline clear objectives and expected outcomes.

ECONOMIC HEALTH

Potential objectives over the two-year period include:

- Increase hours of original programming up to 25%
- Increase people trained on video equipment and editing by 30%
- Increase available office hours at the new studio space by 20%
- Generate and grow multiple revenue streams from efforts such as paid production services, grants, and local fundraising
- Enable streaming content online for citizens without cable service
- Procure internet and telephone services to support video production and improve volunteer coordination
- Gain access to legal services regarding live music copyright issues and production contracts
- Provide a stipend that can be used to reimburse hours for FCPAN staff in reaching organizational goals while spearheading development of multi-tiered revenue streams
- Further develop FCPAN's production and education departments

50.1 Urban Renewal Authority Operations - Funded

2015 - \$247,956

2016 - \$254,596

The Urban Renewal Authority (URA) was created in 1982, and its boundaries are Fort Collins' city limits. Council has adopted two Urban Renewal Plans: the North College Urban Renewal Plan Area, and the Midtown Plan Area. Although a separate legal entity, the URA is supported by the City and resides in the Economic Health Office.

The URA strives to stimulate and leverage private investment through the use of property tax increment financing (TIF). Strategic partnerships are formed with businesses, property owners and taxing districts, thus creating a public/private relationship that ensures the best interests of the community.

The URA is focused on remediating blight in key areas identified within City Plan, and working with the private sector to create great community places. There are several ways to achieve this goal, which include:

1. Continue and enhance partnerships with community groups, stakeholders and partnering taxing districts
2. Identify creative solutions with Development Review that recognize the inherent differences between redevelopment and greenfield development
3. Continue to implement the North College Corridor Plan, Midtown Plan, and Storefront Improvement Program
4. Provide proactive technical assistance and problem solving in areas where an infrastructure investment is needed due to deficiencies
5. Focus on targeted redevelopment areas identified in City Plan, assist property owner applications for URA assistance, and find solutions to complex issues involving multiple owners with varying perspectives/goals

Currently, administration funding comes solely from the uncommitted tax increment generated by the increase in property tax in the plan areas. The URA is not dependent on the General Fund. This offer consists of approximately \$245,977 for personnel, consulting services and operating costs. Personnel include the following:

- * 1.0 FTE – Redevelopment Program Manager
- * 0.75 FTE – Economic Health Analyst

ECONOMIC HEALTH

50.2 Urban Renewal Authority Commitments & Bond Payments - Funded

2015 - \$3,000,557

2016 - \$4,676,840

North College TIF District Bond Payments: In 2013, the URA sold \$11.8 million in bonds to pay off the debt owed to the City.

2015 Principal: \$550,000 2016 Principal: \$560,000
 2015 Interest: \$396,863 2016 Interest: \$385,863

Prospect South TIF District Debt Payments: The Prospect South TIF District currently has two commitments with the City for the Summit student housing project, and the Prospect Station mixed-use project.

Summit 2015 Principal: \$132,916 Summit 2016 Principal: \$141,858
 Summit 2015 Interest: \$136,030 Summit 2016 Interest: \$132,467

Prospect Station 2015 Principal: \$6,344 Prospect Station 2016 Principal: \$6,629
 Prospect Station 2015 Interest: \$11,115 Prospect Station 2016 Interest: \$10,834

Prospect Station Commitments: In addition to the loan with the City for Prospect Station, the URA agreed to pay the project \$247,000 over 21 years in fixed \$11,762 annual payments.

2015 Prospect Station: \$0
 2016 Prospect Station: \$11,762

Prospect South Commitment: The URA agreed to share 50% of all future TIF revenue with the City as part of the financing to pay off the loan associated with the Summit project.

2015 Revenue Sharing: \$26,654
 2016 Revenue Sharing: \$38,921

Mall TIF District Commitment: The URA agreed to contribute 100% of future Property and Sales TIF revenue toward the Debt Service on the Bonds Issued by the Foothills Mall Metro District. Per the Foothills Agreement, property tax remitted is net of the County administrative fee of 2% and the URA collection fee of 1.5%.

2015 Property: \$0
 2015 Sales: \$849,900*

2016 Property: \$0
 2016 Sales: \$ 3,222,600*

ECONOMIC HEALTH

*Subject to change based on final agreements

60.1 Utilities Capital Project: Computerized Maintenance Management System - Funded **2015 - \$326,000**

2016 - \$0

The Maximo Computer Maintenance Management System (CMMS) consolidates, standardizes, and enhances asset management capabilities and practices across all Utilities organizations. Employees having access to data on work orders, repair history, job plan details, safety guidelines, and parts inventories build asset maintenance records with uniform failure codes and related material and labor costs. However, these capabilities are limited to continuously wired or wireless networked PCs and laptops.

Maximo is a web-based application program accessed through an internet browser. No client-level software resides on computer devices to provide standalone functionality.

Implementation of a mobile workforce solution would overcome this limitation, enabling greater efficiency and continuity of service for Utilities customers, particularly during community emergencies where cellular networks are overloaded. A tightly integrated solution would manage the flow of data among a variety of iPhone/iPad, Android, and Windows devices by storing and forwarding information when continuous Wi-Fi or 3/4G network connections are unavailable.

62.1 Development Review Programs and Services - Funded **2015 - \$4,905,439**

2016 - \$5,009,668

This offer covers all services contained within the Development Review Center (DRC). The DRC functions as a central location for the planning, zoning, development review, historic preservation, customer service and construction-related code enforcement activities offered to the community. These efforts include development of the comprehensive framework and plans that guide the City's future growth, land use, preservation, building and related activities. Services also include review and evaluation of all development and construction proposals from the conceptual design stage through Certificate of Occupancy. These services work in concert to preserve and enhance the City's sense of place, to preserve the historical character of our community, to support City sustainability practices, to promote a healthy economy, and to ensure a safe and secure built environment.

These services are provided by co-located staff from various City departments in collaboration with PFA, Chamber of Commerce, DBA, DDA, Larimer County and other government agencies, State Historic Fund, American Planning Assoc., Homebuilders and Colorado Commercial Builders Assoc., National Assoc. of Rental Property Managers, Colorado State University, Front Range Community College, Habitat for Humanity, Fort Collins Housing Authority, Health Department, development professionals, contractors, and others.

A robust local economy, as well as growth in the overall area served by the DRC, has resulted in a substantial increase in requests for services. As of December 2013, development submittals increased 34% over 2012; 78% over 2011. Conceptual reviews increased 38% over 2012; 80% over 2011. New residential construction increased 34% over 2012; 130% over 2011. New commercial construction increased 36% over 2012; 73% over 2011. A large part of the services provided are covered by associated fees that are collected.

ECONOMIC HEALTH

KFCG funds of \$86,000 per year are requested for Historic Preservation programming.

62.3 ENHANCEMENT: Hourly Planning Interns - Funded **2015 - \$85,731**
2016 - \$88,023

This offer reduces the Planning Services and Historic Preservation Divisions’ need for additional professional staff and outside consultants by hiring two Planning Interns. Employing these entry-level professionals will reduce burgeoning workloads and enable the divisions to meet Council-directed deadlines for major long-range planning projects: West Central Area Plan, Eastside/Westside Neighborhoods Plans, the Downtown Plan, the Community Design Manual, and Historic Property Survey and Designation.

In addition to reducing personnel costs by two FTEs, these interns will provide fresh perspectives and will be able to introduce new methodologies to enhance research and graphics capabilities. This offer promotes the interns’ growth as future professionals, and will strengthen our 18-year relationship with CSU and other regional higher education institutions, to provide internships to graduate students and entry-level professionals. This offer will also ensure the City’s compliance with federal Certified Local Government requirements for historic property survey and designation.

In 2015-2016, two Planning Interns will work closely with experienced City and Historic Preservation Planners on specific projects identified by Council as priorities: the West Central Area Plan, East and West Side Neighborhoods Plans, the Downtown Plan, and the Community Design Manual. Additionally, one intern will be devoted to Historic Property Survey, identifying and documenting landmark-eligible properties within targeted neighborhoods to facilitate appropriate infill development while maintaining neighborhood character. This intern will also prepare defensible Landmark Designations, enhanced through the intern’s capacity to perform in-depth research and to coordinate peer-review of landmark applications, ensuring compliance with federal Certified Local Government requirements.

62.4 ENHANCEMENT: Administrative Assistant - 0.5 FTE - Funded **2015 - \$32,009**
2016 - \$32,810

This offer requests a 0.5 FTE classified Administrative Assistant to join the Customer & Administrative Services group as an integral part of Development Review Center efforts. For the past couple of years, a 1.0 FTE Administrative Assistant position has been shared between the Development Review Center and FC Moves. However, both areas are experiencing increased service demands and need additional support. This additional 0.5 FTE will create a full-time position for customer service and administrative support functions within the Development Review Center. Service fees collected would cover at least 85% of the associated expenses.

The DRC functions as a central location for the planning, zoning, development review, historic preservation, customer service, and construction-related code enforcement activities offered to the community. Co-located staff from various City departments participate in these efforts, including developing the comprehensive framework and plans that guide future growth, land use, preservation, building and related activities, as well as the review and evaluation of all development and construction proposals from the conceptual design stage through certificate of occupancy. These services work in concert to promote a healthy economy, to preserve and enhance the City’s sense of place, to preserve the historical character of our community, to support City sustainability practices, and to ensure a safe and secure built environment.

A robust local economy, as well as growth in the overall area served by the DRC, has resulted in a substantial increase in requests for services. As of

ECONOMIC HEALTH

December 2013, development submittals increased 34% over 2012; 78% over 2011. Conceptual reviews increased 38% over 2012; 80% over 2011. New residential construction increased 34% over 2012; 130% over 2011. New commercial construction increased 36% over 2012; 73% over 2011. This position will help meet the demand of these increased service requests.

62.6 KFCG ENHANCEMENT: Envision Fort Collins (formerly City Plan) - Unfunded

2015 - \$0

2016 - \$500,000

The City's next community planning process, Envision Fort Collins (working project name), is scheduled for 2016 (five years since adoption of current plan), in conjunction with the Transportation Master Plan update. Envision Fort Collins will build upon the extensive work completed in 2011, when the plan was restructured around the City's seven outcome areas and integrated economic, environmental and social sustainability factors. The 2016 process will reconfirm the community's vision and provide an updated framework for actions to address emerging trends, best practices and the most pressing needs identified by Fort Collins citizens, including:

- Housing attainability
- Protection of neighborhood character & Fort Collins' sense of place
- Ensuring high quality, context-sensitive development
- Aging in place
- Health & wellness
- Climate change & energy issues
- Infill & growth management
- Coordinating land use with multimodal transportation planning

Through the addition of "character areas" to the City's Structure Plan, Envision Fort Collins will bring greater focus to the unique character, features and amenities that define Fort Collins' various neighborhoods and districts, with an emphasis on livability in all areas of the community. The project will examine the effectiveness of current policies and strategies, as well as the implications of recent socioeconomic and demographic changes and those projected for the future.

Fort Collins has the opportunity to develop a world-class model for innovative and comprehensive community engagement through this planning process. The 2011 plan used an array of public involvement techniques, and the 2016 plan will further engage neighborhoods, businesses and employers, service providers, students, key partners and typically under-represented groups – including the full spectrum of age, income, ethnic and social diversity of the community – through a range of technological, participatory and capacity-building methods.

62.7 ENHANCEMENT: Billboard Reduction Program - Unfunded

2015 - \$250,000

2016 - \$250,000

This request funds the purchase up to 40 off-premise signs (billboards) which are located throughout the city. The signs range in size from 72 square feet to 960 square feet and are found along major arterial streets, railroad rights-of-way and roof-tops. No new off-premise signs have been allowed to be constructed in the city since 1994, but the existing signs have been allowed to remain due to the protections afforded them by the Federal Highway Beautification Act. The City's sign code has played an important role in creating and preserving an attractive streetscape, and the removal of existing

ECONOMIC HEALTH

off-premise signs will add to the continued effectiveness of the sign code.

The purchase cost per sign will vary based on size, location and the time remaining on the ground lease the sign company has with the property owner. The estimated cost for the 28 signs that are smaller than 100 square feet would be approximately \$100,000 each, based on the recently-incurred cost to remove two 72-square-foot signs in the railroad right-of-way for the MAX project. The estimated cost for the 12 signs that are larger than 100 square feet could range from \$200,000 each to \$1 million each or more for the largest signs.

Establishing an annual funding source for removal of the signs will allow optional purchasing strategies. Funds can be accumulated from year to year to allow purchase of the more expensive signs, or funds can be depleted each year in order to buy numerous smaller signs.

62.8 ENHANCEMENT: Mountain Vista Subarea Plan Strategic Update - Funded **2015 - \$40,000**
2016 - \$0

This offer provides a strategic update to the Mountain Vista Subarea Plan that will focus on the long-term provision of transportation infrastructure and the implications of additional oil and gas regulations.

Conditions have changed since the last update to the Mountain Vista Plan in 2009 that warrant further analysis of projected land use and development types within the area. Future area growth hinges upon extensive unfunded improvements to street intersections and new arterial and collector roadways. Further, the State of Colorado and the City of Fort Collins have enacted oil and gas setback regulations that directly impact properties. Analysis is needed to confirm that the adopted Mountain Vista Framework Plan provides the right type and intensity of land uses to support public infrastructure improvements and protect groundwater quality and public health.

A Plan update is scheduled and needed for the purposes noted above. Changes have led to new issues needing an updated vision with strategies and actions to achieve it. A few examples are:

- Escalating costs for two grade-separated intersections necessary to serve the area
- Reduced likelihood of funding for major transportation capital projects
- Increased raw water costs for developers
- State-adopted uniform 500 foot setbacks from new wells to existing residences.

- State-adopted setbacks within 1,000 feet of specified “High Occupancy Buildings”
- City of Fort Collins reciprocal notice setbacks of 1,000 feet from new residences to existing wells.
- 1,000-foot setback to future residences within undeveloped acreage near the Anheuser Busch property

Consultant Assistance:

- Adds specialized expertise in coordinated transportation and land use modelling
- Gives expert opinion on evolving oil and gas regulations and resultant impacts to both land use and public health
- Provides objective outside perspective that aids discussion of differing interests

ECONOMIC HEALTH

- Production capacity aids turnaround time on tasks

63.1 Parking Services - Funded **2015 - \$1,996,660**
2016 - \$2,035,318

This offer is 100% funded from Parking revenues. This offer funds the basic functions needed to accomplish the Parking Services mission, which is “To help support the economic vitality of Downtown by creating on-street parking space turnover and providing parking for those with long-term parking needs, and to contribute to safe and orderly traffic flow and neighborhood quality through the enforcement of parking regulations.”

Parking Services has three divisions: Customer Service, Enforcement, and Facility Operations.

Customer Service has three customer service representatives and a supervisor. Staff help customers by taking payments for citations, selling permits, responding to questions, answering phones, sending letters, forwarding unpaid accounts to a collection agency, making bank deposits, setting hearings, and many other duties. This division is also responsible for configuring and maintaining the parking management software and access control software used to get vehicles in and out of the garages.

Enforcement has six enforcement officers and a supervisor. Staff create compliance with the City Traffic Code, Downtown time limits and the block-face rule. Enforcement is the primary tool used to create parking space turnover. Enforcement staff also write regulatory citations such as expired plates, red curb violations, and handicap space infractions to ensure safe operating conditions.

Facility Operations consists of two full-time booth attendants, 10-12 part-time attendants, and a supervisor. Staff work in booths in the garages to take payments and provide other customer service functions. This division also manages the security contract, ensures that equipment remains functional, repairs signs and striping, prepares deposits, and other duties. The garages and surface lots provide a parking alternative for those who need to park longer than the on-street two-hour time limit.

This offer is important because of the vital role parking plays in Downtown.

63.2 ENHANCEMENT: Civic Center Parking Structure Major Maintenance - Funded **2015 - \$242,000**
2016 - \$270,050

This offer is 100% funded from Parking reserves. This offer funds major maintenance projects at the Civic Center Parking Structure (CCPS). Based on the recent engineer’s condition appraisal, there are several projects required to maintain the structural integrity of the garage and ensure the safety of parking customers. The complete engineer’s report is available upon request if needed.

Snow removal, ice melt, and the freezing and thawing of water in winter cause damage to the stairs and floors in the garage. That can result in collapsed stairs and falling concrete. This offer provides the funds needed to repair existing damage and prevent future damage.

The primary structure itself requires repairs, replacement of various sealants, floor sealers and coatings. The exterior walls require structural repairs. All the stairwells, elevator landings and the Opera Galleria Bridge will be repaired and resealed, and a rust-inhibitive coating applied.

ECONOMIC HEALTH

63.3 ENHANCEMENT: Old Town Parking Structure Major Maintenance - Funded **2015 - \$100,000**
2016 - \$100,000

This offer funds major maintenance projects at the Old Town Parking Structure (OTPS) by using funds from parking reserves. A separate offer (63.8) provides additional funds from KFCG, which are also needed for major maintenance projects at the Old Town Parking Structure. Based on the recent engineer's condition appraisal, there are several projects required to maintain the structural integrity of the garage and ensure the safety of parking customers. The complete engineer's report is available upon request if needed.

Snow removal, ice melt and the freezing and thawing of water in winter cause damage to the stairs and floors in the garage. That can result in collapsed stairs and falling concrete. This offer provides the funds needed to repair existing damage and prevent future damage.

The primary structure itself requires repairs, replacement of various sealants, floor sealers and coatings. The exterior walls require structural repairs. All the stairwells and elevator landings will be repaired and resealed, and a rust-inhibitive coating applied.

63.4 ENHANCEMENT: Parking Enforcement Vehicles - Funded **2015 - \$75,000**
2016 - \$75,000

This offer is 100% funded from Parking reserves. This offer funds the purchase of two vehicles equipped with license plate recognition systems for parking enforcement. The demand for enforcement is increasing, particularly in neighborhoods near Downtown and around the CSU campus. This purchase will allow existing enforcement personnel to cover a larger area than they can on foot, thus giving Parking Services a way to increase the enforcement area without adding personnel.

The outreach and feedback received during the Fort Collins Parking Plan contained one consistent theme – there is high demand for parking enforcement in the neighborhoods around Downtown and the Colorado State University campus. Many of those areas currently are not enforced. There are two ways more enforcement can be added. One method is to hire more personnel. The other is to employ existing personnel more efficiently. The second approach is the preferred alternative because it costs less, is more sustainable in the long run, and is more effective. This offer is based on the second approach.

The best way to employ existing personnel more efficiently is to provide them with tools and technology that can increase their productivity. The vehicles and license plate recognition systems will allow an enforcement offer to increase the geographic area that is enforced. Currently, most enforcement officers employed by Parking Services have walking routes. This offer would provide two officers with a vehicle and equipment to read license plates faster and more accurately, thus allowing Parking Services to increase an officer's enforcement coverage by 300-400%.

63.5 ENHANCEMENT: Old Town Parking Structure Pay Machine and Move Booth - Funded **2015 - \$60,000**
2016 - \$0

This offer is funded 100% from Parking reserves. This offer funds the purchase of one new pay machine in the Old Town Parking Structure (OTPS), and covers the cost of moving the booth at the garage exit area.

ECONOMIC HEALTH

The OTPS is a pay facility, and payment is required upon exit. There are two exit lanes. One lane has a booth, which is attended by an employee during certain hours of the day who takes payment from customers. The second exit lane has a pay-in-lane machine, which is used to take payments from customers when the booth is not staffed or traffic is heavy. When exiting traffic is heavy and the booth is not staffed, the single existing pay machine is not sufficient to accommodate the load, and traffic backs up inside the garage. When the machine malfunctions it causes significant disruptions of service for our customers.

The booth at the OTPS is located in an awkward position, requiring drivers to make tight turns to maneuver into position to make payment. Because of the awkward positioning of the booth, property damage occurs on a frequent basis to both City property and personal property. The booth needs to be moved so that drivers can make a "straight shot" rather than having to make a tight turn.

This offer provides funds to purchase and install an additional pay-in-lane machine, and to move the booth so that drivers have a "straight shot." This will allow traffic to exit twice as fast, provide an alternative when a machine malfunctions, and extend the booth exit lane allowing for better traffic flow.

63.6 ENHANCEMENT: On-Street Pay Parking Public Engagement - Funded **2015 - \$50,000**
2016 - \$0

This offer provides funding to conduct a public engagement process and community dialog about on-street pay parking in Downtown Fort Collins. At the conclusion of the public process, assuming there is support, a new budget request will be made to change Downtown parking from free to pay parking on-street.

Currently, the Parking Advisory Board, the Downtown Development Authority, and the Downtown Business Association all recognize the need for our community to engage in a serious conversation about whether on-street pay parking is appropriate for our Downtown. The funds requested in the offer will be used to prepare educational materials; conduct public engagement opportunities such as open houses, focus groups, surveys, and on-line feedback; to bring in experts to share the pros and cons of on-street pay parking; and to coordinate with the new Downtown Plan that will be conducted in 2015-16 by the Planning Department.

There are two reasons to consider on-street pay parking. First, the current tools used to manage Downtown parking (time limits) are insufficient to address existing problems and future parking demands. On-street pay parking is recognized as an industry standard best practice for management in high-demand parking situations. Second, Fort Collins does not have a revenue stream to pay for new parking infrastructure. The recently completed Parking Plan identified the need for 750-1,000 new spaces in Downtown over the next 10-15 years at a cost of about \$30,000,000. On-street pay parking is one of only two viable funding sources capable of generating that amount of revenue (the other is a new tax measure.)

Various documents and research papers are available on request to support the statements above including the recently adopted Parking Plan, an analysis and comparison of time-limits and on-street pay parking, and research on other potential revenue sources.

ECONOMIC HEALTH

63.7 KFCG ENHANCEMENT: Large Vehicle Parking - Unfunded **2015 - \$1,500,000**
2016 - \$0

This offer requests KFCG funding to purchase land and build a parking lot in or near Downtown Fort Collins to accommodate large-vehicle parking, including recreational vehicles or trailers and private buses. This idea came from the recently-adopted Parking Plan. During the planning process, many citizens provided feedback about the need for large-vehicle parking near Downtown. People observed that Highway 14 runs right on the edge of Downtown, and many buses and recreational vehicles travel on that highway, but there is no place where those vehicles can stop so the occupants can enjoy Downtown.

Policy 3.5 on page 36 of the Parking Plan states, "Large-vehicle parking should be accommodated within walking distance of Downtown for visitors arriving by private bus and recreational vehicles."

Action Item #20 on page 44 of the Parking Plan states, "Identify, and if necessary, acquire an area to accommodate large-vehicle parking, or reconfigure existing parking for this purpose." Because an analysis of existing parking in and around Downtown shows that reconfiguration is not an option, this offer proposes to purchase land and build a new parking lot.

63.8 KFCG ENHANCEMENT: Old Town Parking Structure Major Maintenance - Unfunded **2015 - \$202,500**
2016 - \$214,600

This offer requests KFCG funds for major maintenance projects at the Old Town Parking Structure (OTPS). A separate offer (63.3) also provides funds for OTPS major maintenance by using parking reserves. However, parking reserves are not sufficient to fund all of the needed repairs, so the balance is funded in this offer. Based on the recent engineer's condition appraisal, there are several projects required to maintain the structural integrity of the garage and ensure the safety of parking customers. The complete engineer's report is available upon request if needed.

Snow removal, ice melt and the freezing and thawing of water in winter cause damage to the stairs and floors in the garage. That can result in collapsed stairs and falling concrete. This offer will provide the funds needed to repair existing damage and prevent future damage.

The primary structure itself requires repairs, replacement of various sealants, floor sealers and coatings. The exterior walls require structural repairs. All the stairwells and elevator landings will be repaired and resealed, and a rust-inhibitive coating applied.

73.1 General Improvement District (GID) Administration - Funded **2015 - \$78,565**
2016 - \$78,877

Provides funding for the following routine and ongoing expenses of the Downtown General Improvement District #1 (GID):

- \$38,000 for fixed, routine costs including residential rebates, Larimer County Treasurer's Services, and water and electric bills
- \$20,000 for any sidewalk, curb and gutter replacements in an ongoing program
- \$6,000 for any sign system maintenance/improvements in an ongoing program
- \$9,000 contribution to staff administration

ECONOMIC HEALTH

This offer is related to Offer 100.1, which includes an allocation for holiday lights, and Enhancement Offer #73.2 for a major renovation of Old Town Square led by the Downtown Development Authority (DDA).

The GID anticipates revenues of about \$314,000 per year in 2015-2016. Expenses can include design, construction, maintenance and operation of improvements including certain routine administrative expenses.

Any surplus revenues accumulate in a fund balance for projects to be determined. The balance is currently anticipated grow to about \$180,000 in 2015-2016 following the major contribution to Old Town Square. To determine the next projects to be funded, staff will continue to pursue the projects in the 2011 Capital Improvements Plan.

The GID was formed in 1976 by Downtown property owners and City Council. It is a permanent mil levy taxing district to fund public parking, and pedestrian and beautification improvements to enhance Downtown as a commercial area. Past examples include streetscapes, medians, plazas, the Remington parking lot, sidewalk replacements and a special sign system. The GID is a major factor in the look and feel of Downtown’s public spaces.

Planning Services maintains a list of potential capital projects and seeks opportunities to leverage resources and move projects from the list to construction. Actions are determined in collaboration/consultation with property owners, Parks, Engineering, the City Managers Office, the DDA, and others as appropriate. City Council serves as the governing Board of the GID.

73.2 ENHANCEMENT: GID Old Town Square Renovations - Funded **2015 - \$1,000,000**
2016 - \$0

In 2015, \$1 million is budgeted for a contribution to the \$3 million makeover of Old Town Square led by the Downtown Development Authority (DDA). The GID fund is projected to have a total of \$1,000,000 in combined revenues and reserves available during 2015 after routine and ongoing expenses are covered.

This project ranks among the largest projects the GID has done. It has been planned and foreseen and simply represents implementation of the adopted 2011 Capital Improvements Plan. Old Town Square renovation is the #1 project on the adopted list.

This enhancement offer complements the core offer for the GID, offer #73.1. The core offer provides background context on the GID and funds other routine GID expenses.

75.1 ENHANCEMENT: Partnership for a New Downtown Plan - Funded **2015 - \$125,000**
2016 - \$75,000

This offer replaces the successful 1989 Downtown Plan with a new plan for the next 10-20 years of continuing success.

The 1989 Plan guided budgets, projects, investments, regulations and other actions for 25 years. Its mission is achieved and recommendations largely fulfilled. Downtown’s revitalization may seem natural today, but actually results from countless decisions on several hundred million dollars of investment

ECONOMIC HEALTH

and action by the public and private sectors meeting challenges and risks within a unifying vision and framework.

The new plan is scheduled and needed for the same purposes noted above. Transformative changes have led to new issues requiring an updated vision, strategies and actions to achieve it. A few examples are:

- Redevelopment and employment: well over 600,000 s.f. additional office/commercial space projected by 2025
- A hotel/conference facility
- A larger performing arts center & Downtown Cultural District
- Effects of MAX
- Maintaining historical charm and character
- Building typology & height
- Market, brand & retail outlook
- Big events
- Regionalism
- DDA, tax base & financing outlook
- Utility, traffic & parking capacities
- Aging infrastructure & amenities
- Clean and safe perceptions

Renewed consensus and buy-in are crucial to the high levels of collaboration needed. To that end, staff from the City, Downtown Development Authority (DDA) and Downtown Business Association (DBA) will partner in a process to engage the wide spectrum of stakeholders. The DDA and DBA are considering potential funding partnership contributions to increase the budget.

Consultant Assistance:

- Adds specialized expertise in economic/market analysis, urban design and parking management
- Adds invaluable artist illustration to capture and convey key concepts, add meaning beyond words
- Adds understanding of best practices from consultants' work in other cities
- Production capacity aids turnaround time on tasks
- Objective outside perspective aids discussion of differing interests

100.1 Downtown Landscaping and Maintenance - Funded

2015 - \$1,564,147

2016 - \$1,661,347

This offer funds the Parks Department's outside grounds maintenance for City-owned facilities and infrastructure within the Downtown core area. This area is defined as College Avenue between Cherry and Mulberry Streets, 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, Jefferson), City facilities, Linden Street north to the Poudre River, and renovated alleys. This offer also includes funding for the holiday lights along College Avenue and Old Town Square.

ECONOMIC HEALTH

Maintenance includes litter control; turf care; irrigation maintenance; shrub bed maintenance; tree trimming; infrastructure repair; power washing corners between blocks, alleys, plaza areas and between blocks; and fountain maintenance at Oak Street Plaza, Old Town Square and Linden Street Park. Flower beds, pots and hanging baskets are maintained throughout Downtown and at City facilities. The flower program includes planting and maintenance of 9,292 square feet of flower beds, 207 hanging baskets and 323 pots. Snow removal is provided during the winter months on the College Avenue corners, City facilities, Oak Street Plaza, Old Town Square and various parks.

Parks partners with the Downtown Development Authority (DDA) and Progressive Old Town Square (POTS) to maintain Old Town Square. The DDA has also renovated three alleys in the Downtown area that it contracts with Parks to maintain.

100.3 ENHANCEMENT: Downtown Parks Shop Design and Funding - Unfunded **2015 - \$500,000**
2016 - \$500,000

This offer sets aside \$500,000 per year for five years to construct a Downtown Parks Maintenance shop. The current Master Plan for Block 32 does not include a Parks Maintenance shop on that site. The present shop is located at 220 N. Howes St. The new location is at the Streets Facility at 625 9th St., and the preliminary estimated overall cost is about \$2.5 million. Continued and strategic placement of the Downtown shop is essential to ensure prompt service, and to maintain efficiencies, sustainability and a reduced carbon footprint.

100.4 KFCG ENHANCEMENT: Trash and Recycling Enclosure Maintenance for Montezuma Fuller Alley - Unfunded **2015 - \$3,843**
2016 - \$3,843

This offer beautifies a Downtown alley and provides access for multiple businesses to recycle.

In 2013, City Council passed an ordinance banning the landfill disposal of cardboard. Some locations physically do not have space for a recycling bin to collect the cardboard for recycling. One such area is the alley behind Stuft, Tony's and adjacent businesses, which back up to the Montezuma Fuller alley between East Oak Street and East Olive Street. Trash dumpsters for these businesses are currently stored in the right-of-way in the alley and are not only an eyesore, but due to space constrictions, many businesses don't have a recycling bin.

In 2013, the Downtown Development Authority (DDA) and Environmental Services' Waste Reduction and Recycling Assistance Program (WRAP) identified an opportunity to provide space for these businesses to use one shared location for trash and recycling by building an enclosure in an area of the Oak/Remington lot that is not usable for parking. WRAP will fund construction of the enclosure in 2014, estimated at \$6,000, with funding dedicated to assisting businesses in complying with the cardboard ordinance. However, there is anticipated ongoing maintenance needed for the enclosure in the future. This offer funds power washing and litter pick-up around the site, and pays the DDA a small fee to provide oversight of the shared enclosure. These services and costs are comparable to the maintenance costs at other shared trash/recycling enclosures. The cost for trash/recycling service of the dumpsters is paid directly by the businesses using the facility.

The new enclosure will provide multiple benefits:

- 1) Access to recycling for all businesses, allowing them to comply with the cardboard ordinance
- 2) Removing trash dumpsters from the right-of-way in the alley, improving mobility and visual aesthetics
- 3) Help make this section of the alley into an attractive gateway to Downtown for the many visitors who park in the Oak/Remington parking lot

ECONOMIC HEALTH

100.5 ENHANCEMENT: Downtown Maintenance Expansion - 200 Block of N. College - Unfunded **2015 - \$31,000**
2016 - \$10,500

This offer expands the maintenance Parks provides along College Avenue between Laporte and Magnolia one block further north along the 200 Block of North College Avenue. This offer will provide trash pickup and flower pots along both sides of the street. Parks currently maintains the landscaping at 281 North College, but has not provided trash pickup or flower pots in this block. Businesses in this block and the Downtown Business Association have requested that Parks extend its maintenance duties to this block as this area has continued to develop. Power washing the sidewalks and snow removal are not included in this offer. This enhancement will continue the aesthetic look and feel of the downtown to this block.

100.6 ENHANCEMENT: Downtown Restroom - Funded **2015 - \$350,000**
2016 - \$0

This project is to build a modern and larger restroom facility in downtown at the Oak St. Parking area. It will replace an outdated, inadequate, and unpleasant 1980 constructed building. The intent is to welcome the public and visitors with the presence of a safe, family friendly and attractive restroom facility in the “Old-Town” area. This project will deconstruct the existing building, design, and construct a facility having several single-occupant spaces. It will incorporate energy efficiency technologies (solar, natural lighting, photovoltaic panels). Materials selected will be low maintenance, vandal resistant, and sustainable while providing an attractive exterior and pleasing interior décor. Safety and security features will include access control.

The existing small public restroom located at 123 Oak St. is a two occupant (1 women’s and 1 men’s) facility. It does not meet the public’s need for a pleasing and modern restroom facility. As the City strives to sustain a vibrant downtown, promote public transportation, and support a healthy environment, well-designed public restrooms are necessary. This building project is long overdue in order to support the downtown shopping population - both tourist and the local public. During events downtown, there has been a queue to use the existing facility

133.1 Convention and Visitor Services - Funded **2015 - \$850,500**
2016 - \$816,200

The City of Fort Collins 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.

Visit Fort Collins’ convention sales and marketing efforts focus on three major markets; sports (youth and amateur), religious and associations. VFC attends industry trade shows, hosts familiarization tours, and builds partnerships with CSU, the Bike Library, area brewers, the Downtown Business Association and multiple City departments.

VFC produces numerous marketing tools including: a website that includes a popular events calendar to make visitors and citizens aware of events and cultural activities, a section for residents, and a mobile site; and the Official Visitors and Community Resource Guide, used by visitors, CSU students and

ECONOMIC HEALTH

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 our public relations efforts, promoting Fort Collins as a leading city in sustainability and protection of the natural environment. The Museum of Discovery as a new family attraction will be a centerpiece of VFC marketing.

VFC will use the operation of two visitor information centers (Downtown & the Colorado Welcome Center) to inform visitors and residents of the many recreational and cultural activities in Fort Collins. A new Certified Tourism Ambassador program will engage all aspects of the community in tourism.

144.1 ENHANCEMENT: Parking Capacity Model - Unfunded **2015 - \$45,000**
2016 - \$10,000

This offer will update and maintain the City's parking capacity model (Park +) with current parking data, including public and private parking inventory and capacity. The creation and maintenance of a parking capacity model is identified as a policy (6.4) and action item in the Fort Collins Parking Plan: Downtown and Surrounding Neighborhoods, adopted in 2013. The model would be expanded beyond its current geographic area of Downtown to include the Transit-Oriented Development (TOD) Overlay Zone and Mason Corridor, and is an anticipated recommendation of the TOD Parking Study that is currently underway and expected to be completed in September 2014. The model will be used to determine where current public parking is undersupplied and where additional capacity exists. It may also be used to inform a Parking Impact Study that will determine appropriate amounts of parking for proposed new development. The use of a Parking Impact Study is identified in the Parking Plan as a tool for development review and the creation of which is anticipated to be an outcome of the TOD Parking Study. The provider of the Park + parking capacity model, Kimley-Horn and Associates, provided an estimate of \$34,000 to update the City's model and an additional \$10,000 per year to maintain the model. It is estimated that the expense for new development proposals to add their information to the model would be between \$1,500 and \$3,000, which would be the applicant's responsibility.

146.1 ENHANCEMENT: East Mulberry Corridor Plan and Annexation Impacts - Unfunded **2015 - \$0**
2016 - \$400,000

The East Mulberry Corridor will soon be eligible for annexation, yet no comprehensive analysis has been completed that weighs the costs and benefits to the City upon annexation, nor that provides an up-to-date long-range vision for the area's evolution as a key community gateway.

This new planning strategy will build upon the extensive work completed during the City and County's joint East Mulberry Corridor Plan effort in 2003, by more fully incorporating the principles of sustainability, recent socioeconomic changes impacting both the corridor and the community, and best practices of community development.

While the area represents the largest annexation in the community's history, it comes with a series of challenges to provide essential municipal services, including police protection, storm drainage, street infrastructure, electric service, parks and trails, and land use and development planning services. Other key issues to be addressed include provision of affordable housing options, floodplain mitigation, coordination of railroad crossings, and close coordination with the Colorado Department of Transportation to transform SH14 to a major arterial gateway including interchange improvements, access control and streetscape amenities.

ECONOMIC HEALTH

Successful planning for future growth in the East Mulberry Corridor is hinged upon comprehensive and diverse community engagement that will clearly identify local values and preferences. As evidenced by the recent Southwest Enclave Annexation, a collaborative approach to solving economic challenges facing the area will be needed. The planning effort will use widespread public involvement techniques that will engage businesses and employers, residential neighborhoods, service providers, Larimer County, and partners through a range of technological, interactive and relationship-building methods.

152.1 ENHANCEMENT: Broadband Strategic Plan - Funded

2015 - \$300,000

2016 - \$0

This offer provides consulting assistance to create a strategic plan to facilitate the availability of “next generation” broadband services in Fort Collins. This offer requests one-time funding and costs will be shared equally between the General Fund and Utility Services.

Advanced broadband services are critical to the economic and social vitality of communities. New, “next generation” very-high speed broadband internet services are becoming available in a number of cities across the country. These services provide 100-times faster and more reliable connections than the current services now typically available. Many believe that availability of next generation broadband services will contribute to local economic health.

This offer would provide expertise and guidance to support a strategic planning process in 2015. Depending on the outcome of the planning process, additional implementation work may be initiated in the future.

The strategic planning process will include the following elements:

- * community needs assessment
- * market research
- * economic and fiscal impact study
- * business outreach and citizen engagement
- * review of benchmark communities case studies
- * review of local telecommunications-related policies and permitting processes
- * evaluation of a wide range of alternative strategies the City may pursue to best facilitate availability of next generation broadband service



Environmental Health

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



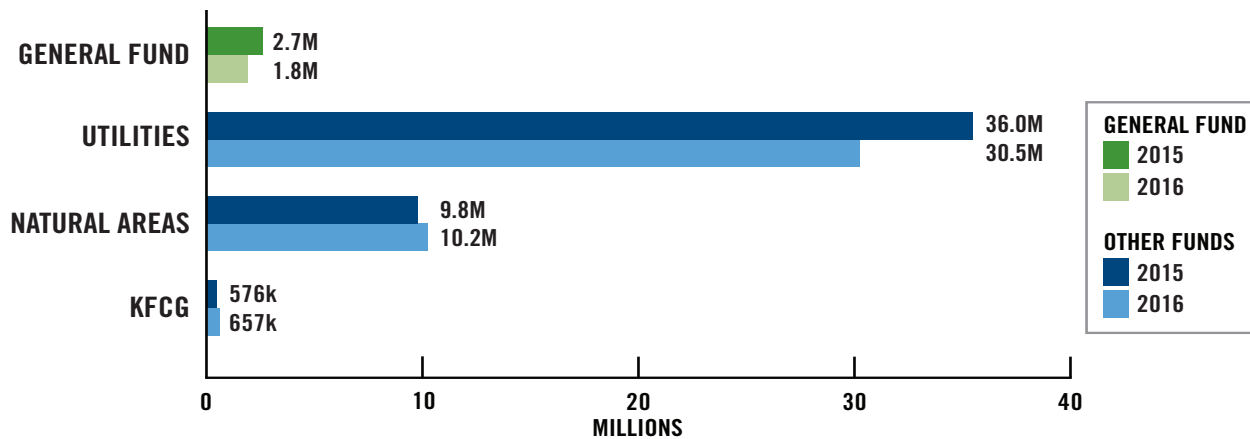


Environmental Health

2015 General Fund & Other Funds – 49.1M

2016 General Fund & Other Funds – 43.1M

- 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. The majority of this budget funds efficiency and conservation programs in the water and electric utilities, as well as the Utilities Light and Power renewable energy purchase. The Environmental Health Outcome also includes offers funded by the dedicated .25% sales tax for natural areas. The strategic objectives for Environmental Health, as outlined in the 2015–2016 Strategic Plan, are as follows:

- 4.1. Improve and protect wildlife habitat and the ecosystems of the Poudre River and other urban streams.
- 4.2. Achieve environmental goals using the Sustainability Assessment framework.
- 4.3. Implement indoor and outdoor air quality improvement initiatives.
- 4.4. Reduce Greenhouse Gas (GHG) emissions by creating a built environment focused on green building and mobile emission reductions.
- 4.5. Demonstrate progress toward achieving net zero energy within the community and the City organization using a systems approach.
- 4.6. Engage citizens in ways to educate and change behavior toward more sustainable living practices.
- 4.7. Increase the community's resiliency and preparedness for changes in climate, weather and resource availability.
- 4.8. Protect and monitor water quality, and implement appropriate conservation efforts and long-term water storage capability.
- 4.9. Meet or exceed all environmental regulations.
- 4.10. Conserve and restore biodiversity and habitat.
- 4.11. Demonstrate progress toward achieving zero waste within the community and the City organization.

FUNDING SOURCES

The Environmental Health Outcome encompasses \$49 million in 2015 and \$43 million in 2016. The bulk of the funding in the Outcome comes from fees and charges for wastewater services; the budget anticipates a 3% increase in wastewater for 2015 and 2016. There is also funding from the Natural Areas and General Fund.

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

KEY PURCHASES

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

ENHANCEMENTS PURCHASED

	2015	2016
Advanced Waste Stream Optimization	58,000	350,000
Air Quality Program Support	20,000	20,000
FortZED Program	25,000	25,000
Instream Flow Water Resource Specialist	100,000	100,000
Municipal Climate Adaptation Planning	45,000	5,000
Municipal Energy Efficiency Fund (General Fund Buildings)	100,000	100,000
Municipal Energy Efficiency Fund (Utility Buildings)	75,000	75,000
Municipal Sustainability Projects - Green to Gold	20,000	20,000
Northern Integrated Supply Project Analysis and Response; hourly River Health Specialist	229,050	230,825
Oil & Gas Inspection and Sampling Assistance	70,000	50,000
Phase II of Community Recycling Center	1,000,000	0
Poudre River Restoration	125,000	125,000
Regional Air Quality Council	10,000	10,000
Utilities Community Renewables	250,000	250,000
Utilities Demand Response	1,137,062	632,341
Utilities Home Water Reports	149,000	162,000
Utilities Solar Garden	300,000	250,000
Utilities Wastewater Plant Special Project Management Consulting	67,997	69,488
Positions added:		
- Environmental Planner and Meeting the Challenge of Zero Waste - 0.5 FTE	52,462	50,714
- Green Built Environment Program Coordinator - 1.0 FTE	67,746	90,401
- Utilities Special Projects Manager Split Between Water and Wastewater - 0.5 FTE	0	0
	3,901,317	2,615,769

Drilling Platform - Ranked Offers by Outcome

Budget Years: 2015 - 2016

ENVIRONMENTAL HEALTH - 2015

Offer	Offer Cost Total	Offer Funding			
		GENERAL FUND Dedicated	GENERAL FUND Ongoing	OTHER FUNDS	RESERVES
47.1 Environmental Services and Programs	1,282,335	0	1,275,335	7,000	0
				<i>Keep Fort Collins Great Fund</i>	
108.1 Utilities Capital Project: DWRP South Process Train Bio Nutrient Removal	5,400,000	0	0	5,400,000	0
				<i>Wastewater Fund</i>	
147.1 Poudre River Sustainability Director	51,456	0	51,456	0	0
148.2 KFCG ENHANCEMENT: Northern Integrated Supply Project Analysis and Response; hourly River Health Specialist	229,050	0	0	229,050	0
				<i>Keep Fort Collins Great Fund</i>	
39.1 Utilities Capital Project: Wastewater System Replacement	1,492,000	0	0	1,492,000	0
				<i>Wastewater Fund</i>	
59.1 Utilities: Renewable Energy	3,074,000	0	0	3,074,000	0
				<i>Light & Power Fund</i>	
34.1 Wastewater Operations	9,583,942	0	0	9,583,942	0
				<i>City of Fort Collins Wastewater Fund</i>	
38.1 Utilities Capital Project: Water Reclamation Replacement	300,000	0	0	300,000	0
				<i>Wastewater Fund</i>	
138.2 Natural Areas Department Management and Land Conservation	4,120,891	0	0	4,120,891	0
				<i>Natural Areas Fund</i>	
47.13 KFCG ENHANCEMENT: Municipal Energy Efficiency Fund (General Fund Buildings)	100,000	0	0	100,000	0
				<i>Keep Fort Collins Great Fund</i>	

ENVIRONMENTAL HEALTH - 2015

Offer	Offer Cost		Offer Funding			
	Total	GENERAL FUND Dedicated	Ongoing	OTHER FUNDS	RESERVES	
138.1 Natural Areas Stewardship	2,130,334	0	0	2,130,334	0	
				<i>Natural Areas Fund</i>		
59.3 ENHANCEMENT: Utilities Solar Garden	300,000	0	0	300,000	0	
				<i>Light & Power Fund</i>		
58.1 Utilities: Energy Services	4,329,279	0	0	4,329,279	0	
				<i>Light & Power Fund</i>		
81.1 Utilities: Water Conservation	699,916	0	0	699,916	0	
				<i>Water Fund</i>		
47.17 ENHANCEMENT: Municipal Energy Efficiency Fund (Utility Buildings)	75,000	0	0	75,000	0	
				<i>Utility CS&A Fund</i>		
15.1 Household Hazardous Waste and Spill Response Services	187,365	0	0	187,365	0	
				<i>Stormwater Fund</i>		
72.1 Utilities Capital Project: Stream Rehabilitation	650,000	0	0	650,000	0	
				<i>Stormwater Fund</i>		
33.1 Wastewater Fund Payments & Transfers	8,319,293	0	0	8,319,293	0	
				<i>Wastewater Fund</i>		
34.6 ENHANCEMENT: Utilities Wastewater Plant Special Project Management Consulting	67,997	0	0	67,997	0	
				<i>City of Fort Collins Wastewater Fund</i>		
148.1 KFCG ENHANCEMENT: Poudre River Restoration	125,000	0	0	125,000	0	
				<i>Keep Fort Collins Great Fund</i>		

Drilling Platform - Ranked Offers by Outcome

Budget Years: 2015 - 2016

ENVIRONMENTAL HEALTH - 2015

Offer	Offer Cost Total	Offer Funding			
		GENERAL FUND Dedicated	GENERAL FUND Ongoing	OTHER FUNDS	RESERVES
59.2 ENHANCEMENT: Utilities Community Renewables	250,000	0	0	250,000	0
				<i>Light & Power Fund</i>	
34.4 ENHANCEMENT: Utilities Special Projects Manager Split Between Water and Wastewater - 0.5 FTE	0	0	0	0	0
				<i>City of Fort Collins</i>	
138.3 Natural Areas Operations, Rangers, Education, and Volunteer Management	3,578,621	0	0	3,578,621	0
				<i>Natural Areas Fund</i>	
148.4 ENHANCEMENT: Instream Flow Water Resource Specialist	100,000	0	100,000	0	0
47.11 ENHANCEMENT: Air Quality Program Support	20,000	0	20,000	0	0
58.2 ENHANCEMENT: Utilities Demand Response	1,137,062	0	0	1,137,062	0
				<i>Light & Power Fund</i>	
81.4 ENHANCEMENT: Utilities Home Water Reports	149,000	0	0	149,000	0
				<i>Water Fund</i>	
47.7 ENHANCEMENT: Environmental Planner and Meeting the Challenge of Zero Waste - 0.5 FTE	52,462	0	52,462	0	0
155.1 KFCG ENHANCEMENT: Oil & Gas Inspection and Sampling Assistance	70,000	0	0	0	70,000
					<i>Keep Fort Collins Great Fund</i>
47.16 ENHANCEMENT: Regional Air Quality Council	10,000	0	10,000	0	0
47.2 KFCG ENHANCEMENT: Municipal Climate Adaptation Planning	45,000	0	0	45,000	0
					<i>Keep Fort Collins Great Fund</i>

Drilling Platform - Ranked Offers by Outcome

Budget Years: 2015 - 2016

ENVIRONMENTAL HEALTH - 2015

Offer	Offer Cost		Offer Funding			
	Total	Dedicated	GENERAL FUND Ongoing	OTHER FUNDS	RESERVES	
47.14 ENHANCEMENT: Green Built Environment Program Coordinator - 1.0 FTE	67,746	0	67,746	0	0	
47.5 ENHANCEMENT: Phase II of Community Recycling Center	1,000,000	0	0	0	1,000,000	<i>General Fund</i>
47.18 ENHANCEMENT: FortZED Program	25,000	0	25,000	0	0	
47.9 ENHANCEMENT: Municipal Sustainability Projects - Green to Gold	20,000	0	20,000	0	0	
174.1 ENHANCEMENT: Advanced Waste Stream Optimization	58,000	58,000	0	0	0	
		<i>General One-time Revenue</i>				
	Funded Offers	49,100,749	58,000	1,621,999	46,350,750	1,070,000
34.3 ENHANCEMENT: Utilities Lab Quality Assurance Coordinator - 0.5 FTE	52,193	0	0	52,193	0	<i>Wastewater Fund</i>
47.4 ENHANCEMENT: Healthy Sustainable Homes (HSH) Program Expansion	34,892	0	34,892	0	0	
47.8 ENHANCEMENT: Integrated Pest Management Coordinator - 1.0 FTE	81,583	0	81,583	0	0	
81.3 ENHANCEMENT: Utilities Water Conservation Coordinator (Horticulturist for Xeriscape Programs) - 1.0 FTE	69,747	0	0	69,747	0	<i>Water Fund</i>
138.4 ENHANCEMENT: Conversion from Hourly to Classified - 1.5 FTE	61,042	0	0	61,042	0	<i>Natural Areas Fund</i>

ENVIRONMENTAL HEALTH - 2015

Offer	<u>Offer Cost</u>	<u>Offer Funding</u>			
	Total	GENERAL FUND		OTHER FUNDS	RESERVES
		Dedicated	Ongoing		
47.15 KFCG ENHANCEMENT: Community Engagement in a Vision for A Fossil-Free Future	150,000	0	0	150,000	0
				<i>Keep Fort Collins Great Fund</i>	
47.6 KFCG ENHANCEMENT: Regional Organics Composting Transfer Facility Support	125,000	0	0	125,000	0
				<i>Keep Fort Collins Great Fund</i>	
Unfunded Offers	574,457	0	116,475	457,982	0
Total Offers	49,675,206	58,000	1,738,474	46,808,732	1,070,000

ENVIRONMENTAL HEALTH - 2016

Offer	Offer Cost		Offer Funding			
	Total		GENERAL FUND Dedicated	Ongoing	OTHER FUNDS	RESERVES
47.1 Environmental Services and Programs	1,316,366		0	1,170,474	145,892	0
					<i>Keep Fort Collins Great Fund</i>	
147.1 Poudre River Sustainability Director	52,206		0	52,206	0	0
148.2 KFCG ENHANCEMENT: Northern Integrated Supply Project Analysis and Response; hourly River Health Specialist	230,825		0	0	230,825	0
					<i>Keep Fort Collins Great Fund</i>	
39.1 Utilities Capital Project: Wastewater System Replacement	1,602,000		0	0	1,602,000	0
					<i>Wastewater Fund</i>	
59.1 Utilities: Renewable Energy	3,074,000		0	0	3,074,000	0
					<i>Light & Power Fund</i>	
34.1 Wastewater Operations	9,688,069		0	0	9,688,069	0
					<i>City of Fort Collins Wastewater Fund</i>	
38.1 Utilities Capital Project: Water Reclamation Replacement	301,500		0	0	301,500	0
					<i>Wastewater Fund</i>	
138.2 Natural Areas Department Management and Land Conservation	4,907,238		0	0	4,907,238	0
					<i>Natural Areas Fund</i>	
47.13 KFCG ENHANCEMENT: Municipal Energy Efficiency Fund (General Fund Buildings)	100,000		0	0	100,000	0
					<i>Keep Fort Collins Great Fund</i>	
138.1 Natural Areas Stewardship	2,158,250		0	0	2,158,250	0
					<i>Natural Areas Fund</i>	

ENVIRONMENTAL HEALTH - 2016

Offer	Offer Cost Total	Offer Funding			
		GENERAL FUND Dedicated	GENERAL FUND Ongoing	OTHER FUNDS	RESERVES
59.3 ENHANCEMENT: Utilities Solar Garden	250,000	0	0	250,000 <i>Light & Power Fund</i>	0
58.1 Utilities: Energy Services	4,352,822	0	0	4,352,822 <i>Light & Power Fund</i>	0
81.1 Utilities: Water Conservation	698,201	0	0	698,201 <i>Water Fund</i>	0
47.17 ENHANCEMENT: Municipal Energy Efficiency Fund (Utility Buildings)	75,000	0	0	75,000 <i>Utility CS&A Fund</i>	0
15.1 Household Hazardous Waste and Spill Response Services	199,764	0	0	199,764 <i>Stormwater Fund</i>	0
72.1 Utilities Capital Project: Stream Rehabilitation	700,000	0	0	700,000 <i>Stormwater Fund</i>	0
33.1 Wastewater Fund Payments & Transfers	8,375,217	0	0	8,375,217 <i>Wastewater Fund</i>	0
34.6 ENHANCEMENT: Utilities Wastewater Plant Special Project Management Consulting	69,488	0	0	69,488 <i>City of Fort Collins Wastewater Fund</i>	0
148.1 KFCG ENHANCEMENT: Poudre River Restoration	125,000	0	0	125,000 <i>Keep Fort Collins Great Fund</i>	0
59.2 ENHANCEMENT: Utilities Community Renewables	250,000	0	0	250,000 <i>Light & Power Fund</i>	0

ENVIRONMENTAL HEALTH - 2016

Offer	Offer Cost		Offer Funding		
	Total	GENERAL FUND Dedicated	Ongoing	OTHER FUNDS	RESERVES
34.4 ENHANCEMENT: Utilities Special Projects Manager Split Between Water and Wastewater - 0.5 FTE	0	0	0	0	0
				<i>City of Fort Collins</i>	
138.3 Natural Areas Operations, Rangers, Education, and Volunteer Management	3,108,219	0	0	3,108,219	0
				<i>Natural Areas Fund</i>	
148.4 ENHANCEMENT: Instream Flow Water Resource Specialist	100,000	0	100,000	0	0
47.11 ENHANCEMENT: Air Quality Program Support	20,000	0	20,000	0	0
58.2 ENHANCEMENT: Utilities Demand Response	632,341	0	0	632,341	0
				<i>Light & Power Fund</i>	
81.4 ENHANCEMENT: Utilities Home Water Reports	162,000	0	0	162,000	0
				<i>Water Fund</i>	
47.7 ENHANCEMENT: Environmental Planner and Meeting the Challenge of Zero Waste - 0.5 FTE	50,714	0	50,714	0	0
155.1 KFCG ENHANCEMENT: Oil & Gas Inspection and Sampling Assistance	50,000	0	0	0	50,000
					<i>Keep Fort Collins Great Fund</i>
47.16 ENHANCEMENT: Regional Air Quality Council	10,000	0	10,000	0	0
47.2 KFCG ENHANCEMENT: Municipal Climate Adaptation Planning	5,000	0	0	5,000	0
					<i>Keep Fort Collins Great Fund</i>
47.14 ENHANCEMENT: Green Built Environment Program Coordinator - 1.0 FTE	90,401	0	90,401	0	0

ENVIRONMENTAL HEALTH - 2016

Offer	Offer Cost		Offer Funding			
	Total	GENERAL FUND Dedicated	Ongoing	OTHER FUNDS	RESERVES	
47.18 ENHANCEMENT: FortZED Program	25,000	0	25,000	0	0	
47.9 ENHANCEMENT: Municipal Sustainability Projects - Green to Gold	20,000	0	20,000	0	0	
174.1 ENHANCEMENT: Advanced Waste Stream Optimization	350,000	0	0	0	350,000	
					<i>General Fund Light & Power Fund Wastewater Fund</i>	
Funded Offers	43,149,621	0	1,538,795	41,210,826	400,000	
34.3 ENHANCEMENT: Utilities Lab Quality Assurance Coordinator - 0.5 FTE	53,410	0	0	53,410	0	
				<i>Wastewater Fund</i>		
61.1 ENHANCEMENT: Utilities Capital Project: Streetlight Replacement Program	1,047,000	0	0	0	1,047,000	
					<i>Light & Power Fund</i>	
47.4 ENHANCEMENT: Healthy Sustainable Homes (HSH) Program Expansion	16,048	0	16,048	0	0	
47.8 ENHANCEMENT: Integrated Pest Management Coordinator - 1.0 FTE	101,325	0	101,325	0	0	
81.3 ENHANCEMENT: Utilities Water Conservation Coordinator (Horticulturist for Xeriscape Programs) - 1.0 FTE	71,363	0	0	71,363	0	
				<i>Water Fund</i>		
120.1 ENHANCEMENT: Sustainable Theatrical Lighting (Lincoln Center)	191,000	0	191,000	0	0	

ENVIRONMENTAL HEALTH - 2016

Offer	Offer Cost	Offer Funding			
	Total	GENERAL FUND		OTHER FUNDS	RESERVES
		Dedicated	Ongoing		
138.4 ENHANCEMENT: Conversion from Hourly to Classified - 1.5 FTE	62,654	0	0	62,654	0
				<i>Natural Areas Fund</i>	
47.15 KFCG ENHANCEMENT: Community Engagement in a Vision for A Fossil-Free Future	50,000	0	0	50,000	0
				<i>Keep Fort Collins Great Fund</i>	
47.6 KFCG ENHANCEMENT: Regional Organics Composting Transfer Facility Support	125,000	0	0	125,000	0
				<i>Keep Fort Collins Great Fund</i>	
Unfunded Offers	1,717,800	0	308,373	362,427	1,047,000
Total Offers	44,867,421	0	1,847,168	41,573,253	1,447,000

ENVIRONMENTAL HEALTH

15.1 Household Hazardous Waste and Spill Response Services - Funded

2015 - \$187,365
2016 - \$199,764

This offer funds resources for the following activities:

1. Household Hazardous Waste Collection Events (\$126,625)

Two household hazardous waste (HHW) collection events will be provided for Fort Collins residents. The single-day collection events provide Fort Collins residents with the opportunity to dispose of a large variety of household waste (e.g., paint, oil, batteries, antifreeze, pesticides, solvents) free of cost. The collected waste is either recycled or disposed of according to local, state and federal regulations.

Current staff provides project management, event support and regulatory compliance services for both events. The requested budget includes funding for recycling and disposal services, event support and supplies, and extra staffing for the event.

2. Community Spill Response Services (\$60,740)

A 24/7 City staff response team will be funded to respond to hazardous spills to the stormwater system and to conduct remediation of small-scale spills to protect the quality of our urban watersheds and reduce pollution from stormwater runoff. Current staff provides on-call support for spill response. This significantly reduces the potential cost of mobilizing a spill contractor for small spills of common waste materials. We would estimate a savings of approximately \$100,000 per year.

33.1 Wastewater Fund Payments & Transfers - Funded

2015 - \$8,319,293
2016 - \$8,375,217

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.

34.1 Wastewater Operations - Funded

2015 - \$9,583,942
2016 - \$9,688,069

This offer directly delivers services for a healthy and sustainable environment through the collection and treatment of raw sewage. This offer ensures that wastewater and biosolid residuals are collected and treated to protect the health and safety of our community; to comply with all local, state and federal regulations; and to protect the environment (Policy ENV 22.2).

This offer includes the operations and maintenance required for the Mulberry and Drake Water Reclamation Facilities, Meadow Springs Ranch, and the

ENVIRONMENTAL HEALTH

Pollution Control Laboratory. Our treated wastewater is returned back to the Cache la Poudre River (Mulberry), or Fossil Creek Ditch within the limitations set forth in the National Permit Discharge Elimination System (NPDES) permit for each facility (City Plan ENV 22, ENV 22.1).

+Additionally, this offer includes industrial pretreatment, grease inspection programs, and maintenance of our septage waste handling facilities. The Pollution Control Laboratory provides analytical services that directly support regulatory compliance, wastewater collection and treatment, industrial pretreatment, biosolids management, the Poudre and Horsetooth Reservoir watersheds, stormwater quality and the urban creek monitoring programs. These services are needed to help fulfill Council's goals of protecting and enhancing the Poudre River as outlined in Resolution 92-14 "Framework for Environmental Action" and Resolution 95-14 "Approving the Watershed Approach to Stormwater Quality Management." Both wastewater facilities and the PCL are ISO 14001 certified and recognized as a Gold Level Environmental Leader by CDPHE.

Operation and maintenance of the approximately 430-mile long wastewater collection system includes maintenance of more than 10,000 manholes, mainline televising, sewer cleaning, root removal, lining and rehabilitation, infiltration/inflow control and customer service.

34.3 ENHANCEMENT: Utilities Lab Quality Assurance Coordinator - 0.5 FTE - Unfunded **2015 - \$52,193**
2016 - \$53,410

This offer converts a classified 0.5 FTE Lab Quality Assurance (QA) Coordinator position to 1.0 FTE. This position is responsible for development and implementation of certified quality assurance programs for both the Drinking Water Quality (WQL) and Pollution Control Labs (PCL). The rationale for this conversion is as follows:

1. State and Federal statutes require that data submitted for regulatory compliance come from 'certified' labs. Both the WQL and PCL are certified by the Colorado Department of Health & Environment (CDHPE). All compliance data must undergo rigorous quality assurance checks and audits before submittal to State and Federal Agencies. A primary job function of the QA Coordinator is to perform these data reviews and audits as well as to train staff in required quality assurance procedures.
2. The half-time QA Coordinator position began in 2008 primarily serving the needs of the City's Water Production and Water Reclamation Division. Since then, the labs are now also providing fee-based certified testing and reporting services to more than 18 regional agencies, generating more than \$80,000 in revenue for the Utility. However, laboratory supervisors are now spending more than 120 hours each month reviewing data and preparing regulatory reports. This offer transfers those responsibilities to the QA Coordinator, providing time for the lab supervisors to devote to their primary supervisory responsibilities as well as to balance their work-life activities.
3. Fee-based revenues are used to offset the costs of new automated instruments. Additional lab capacity gained by automation is used to fill up our runs with outside work and not having the chemist work overtime. However, quality assurance checks require eyes-on, hands-on work and that takes time, hence this offer.

ENVIRONMENTAL HEALTH

work groups pertain directly to the public safety and environmental health of the community. Projects identified are necessary to maintain regulatory compliance through the analysis, treatment, monitoring and reporting of mandated and regulated programs and processes.

39.1 Utilities Capital Project: Wastewater System Replacement - Funded **2015 - \$1,492,000**
2016 - \$1,602,000

This capital project offer funds the design and construction of sewer infrastructure replacement projects.

The Wastewater Utility annually completes replacement projects to correct deficiencies in the system and to upgrade facilities. There are more than 400 miles of sewer lines. Systematic replacement of faulty lines minimizes inconveniences to customers and mitigates the need for emergency repairs.

All potential projects have been rated for condition assessment and risk of failure impact. The Asset Management system created a prioritization of needs, which in turn will be used to identify specific projects for construction.

2015 Projects anticipated to be constructed are:

- * 1000 Block of Cypress
- * 500 Block of Crestmore
- * 1300 Block of Newsom
- * 500 Block of Stoer
- * 800 Block of Whedbee
- * 1600-1700 Block of Stover
- * 300 Block of Mason
- * 600 Block of Locust
- * 500 & 600 Block of Stover

2016 Projects will be identified in an annual update of the Asset Management program.

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.

47.1 Environmental Services and Programs - Funded **2015 - \$1,282,335**
2016 - \$1,316,366

This offer funds the Environmental Services Department's (ESD) programs and services to the community and City organization that efficiently pursue Council policies on sustainability, air, climate, waste reduction, citizen engagement and meaningful performance measurement. It delivers reductions in indoor and outdoor air emissions, increases waste diversion and recycling, reduces the environmental footprint of the community and municipal organization, and provides rigorous environmental data tracking/reporting.

ESD supports a healthy, sustainable environment through:

ENVIRONMENTAL HEALTH

- community carbon reduction and Climate Action planning
- increased resiliency through climate preparedness planning
- innovation and partnerships through FortZED
- seeking triple bottom line wins through the City's Green Built Environment program
- empowering citizens to reduce air pollution and addressing complaints
- assisting businesses to divert more waste, including construction debris and cardboard
- rebates for clean lawn equipment and zero-interest loans to lessen air emissions
- providing business assistance and rebates to increase recycling
- mindful movies programs, challenges and trainings
- supporting organizational triple bottom line decision-making
- maintaining the City's Platinum ClimateWise status
- Data, campaigns, funding and technical assistance to City departments
- Expertise on local oil and gas issues
- Robust environmental data management and reporting of City's carbon accounting system

These programs are needed to help meet City Council's aggressive carbon reduction goals and their goal for zero waste by 2030. Fort Collins is out of compliance for ground level ozone and 25% of citizens report respiratory problems. Programs are needed that improve air quality, reduce environmental impact, enhance innovation and support a high quality of life. Effective citizen engagement is critical to sustaining a healthy environment.

This offer includes \$20,000 in annual KFCG funds.

47.2 KFCG ENHANCEMENT: Municipal Climate Adaptation Planning - Funded **2015 - \$45,000**
2016 - \$5,000

This offer funds additional climate adaptation planning efforts to ensure the City will be proactive and responsive to anticipated changes that may include increased heat waves, drought, extreme storms, wildfires and water challenges. These potential impacts could be wide reaching and affect vulnerable and low-income populations disproportionately, and have impacts to our economy and community health and safety.

Climate Adaptation planning is best when iterative, and while the City has some departments that have been thoughtful and preparing for years, the overall City organization is lagging in this planning area. Municipal adaptation planning efforts funded by KFCG in 2013 focused on developing awareness of potential impacts, and identifying risks, vulnerabilities and preliminary strategies. However, City departments have not set goals and strategies for achieving adaptation policies, practices and measures. There are still many departments that need to be brought to the planning table to consider risks, vulnerabilities and identify actions. This offer would provide support to develop a comprehensive adaptation plan with goals, strategies and identified actionable measures for the City organization.

Additionally, a small portion of the funds will support ongoing City participation in a regional collaboration with 12 other intermountain west communities called the Western Adaptation Alliance (WAA). Over the past three years staff has participated with other local governments to share best management practices and dialogue to create solutions to shared regional challenges such as water availability, floods and wildfires. A small portion of funds would be

ENVIRONMENTAL HEALTH

used to support staff's participation in upcoming peer learning workshops.

47.4 ENHANCEMENT: Healthy Sustainable Homes (HSH) Program Expansion - Unfunded **2015 - \$49,784**
2016 - \$32,096

This offer increases an hourly employee with benefits (currently 20 hours/week) to 40 hours/week to support the growth of the Healthy Sustainable Homes (HSH) program and to assist with the development and follow-up with individuals who conduct a "Do it Yourself" (DIY) home health assessment. This offer will:

- create the online DIY assessment and supporting database
- fund the hourly employee differential (20 hours/week to 40 hours/week)
- translate program materials

HSH is a free, volunteer-driven program to address indoor air quality problems for Fort Collins residents. While its focus is on homes that have children with asthma, the elderly and underserved populations, every home in the city is eligible for a free home health assessment. Our focus is to identify biological pollutants, chemical contaminants and safety hazards. HSH offers residents low- or no-cost solutions to resolve many common air quality issues. The DIY home assessments will substantially increase the number of homes participating in the program.

1. Increase HSH hourly assistant from 20 hours/week to 40 hours/week
 - HSH program growth makes it necessary to increase the hours of the HSH program assistant. The involvement of a Spanish-speaking individual is critical to impact the harder-to-reach populations of Fort Collins.
 - HSH will need additional program support to manage the increased volunteer involvement and database management as a result of the DIY program.
2. DIY
 - Create a video walk-through assessment (in English and Spanish) to guide individual residents through the DIY HSH assessment process.
 - Create the online HSH assessment tool (In English and Spanish).
 - Provide residents conducting assessments an analysis of their report and suggest three to five low- or no-cost recommendations.
 - Provide three follow-up calls to track progress at one-week, two-month and six-month intervals.
3. Spanish translations of videos and assessment

47.5 ENHANCEMENT: Phase II of Community Recycling Center - Funded **2015 - \$1,000,000**
2016 - \$0

This offer proposes to fund development of a business plan, design & construction of a community recycling center. The community recycling center (CRC) will create a convenient, easy to use one-stop-drop for recycling to help the community realize higher waste diversion rates and accomplish greenhouse gas reductions targeted in the Climate Action Plan. A similar model in Boulder is called Recycle Row which has had substantial success. This Offer is in addition to the funding provided by Council in the 2013-2014 budget.

The project closes the Rivendell recycling center by combining current operations into one site and adding household hazardous waste.

ENVIRONMENTAL HEALTH

The CRC will be operated through a public/private partnership, whereby the City will seek a private operator(s) for different waste streams.

Environmental protection will be better achieved with the establishment of new antifreeze, batteries, oil and paint collection services, and possibly yard materials collection. The Offer covers earthwork, paving & stormwater management necessary for a combined facility including, installation of electric power; engineering & project management services; and payment of permit fees.

47.6 KFCG ENHANCEMENT: Regional Organics Composting Transfer Facility Support - 2015 - \$125,000
Unfunded 2016 - \$125,000

This offer supports a regional project being explored by Larimer County, Loveland and Fort Collins. The amount requested would provide a significant contribution to the site, but would not cover all expenses.

In 2013, Council set a goal of recycling or composting 75% of Fort Collins' discards by 2020 and to aim for Zero Waste by 2030. The plan that accompanied those goals highlights the need for regional cooperation on needed infrastructure and an increased focus on composting organics.

Organics, such as yard trimmings, food scraps and food-soiled paper constitute more than 50% of the discards currently landfilled in Fort Collins. Composting these materials extends the life of local landfills, prevents the emission of methane (created when organics decompose in a landfill), and also yields a soil supplement that adds nutrients and decreases the amount of irrigation needed.

The primary impediment to composting locally has been a lack of nearby composting facilities. A facility in Eaton will accept yard trimmings, but the closest food scraps/soiled paper composting option is in Commerce City. New facilities are in development in Eaton and Kersey that will increase regional opportunities for all organics, but they are still a significant distance to drive for individual trucks.

The landfill is centrally located and is exploring options to host a regional transfer station for organics. As a part-owner of the landfill, Fort Collins has a vested interest in ensuring the facility is operated at optimal capacity with reduced methane emissions. A financial contribution to help develop and then construct a transfer station for organics at the landfill would be a significant and timely way to help reduce waste and greenhouse gas emissions from the community. The transfer station would consist of a concrete pad and a building, to shelter operations from the weather, where organics would be condensed and transported in bulk to the nearest composting facility.

47.7 ENHANCEMENT: Environmental Planner and Meeting the Challenge of Zero Waste - 0.5 FTE 2015 - \$52,462
- Funded 2016 - \$50,714

This offer will staff new efforts to undertake a variety of innovative waste diversion and recycling programs that gain momentum for reaching recently-adopted (December 2013) goals for Zero Waste. The Environmental Services Department provides services for the City of Fort Collins, City Council, employees, citizens and businesses that communicate and educate about how and why to participate in recycling; assists in developing new ways and opportunities to divert discards from landfill disposal; and partners with other agencies and stakeholders to implement Zero Waste systems for managing the waste stream.

A new focus has emerged for the City's Waste Reduction & Recycling Program since Council's adoption of Zero Waste goals, going beyond the

ENVIRONMENTAL HEALTH

“low-hanging fruit” represented by conventional recycling of commodities like paper, beverage containers and cardboard. Now, the issues are finding solutions to divert more of the hard-to-recycle materials such as construction debris and organics (biodegradable waste) from landfills, and the City needs to adopt a regional and systems-oriented approach because of the magnitude of the waste management industry. Projects identified in the Zero Waste plan include: create a culture change whereby citizens are provided even more education and information about a Zero Waste lifestyle; add opportunities for “universal recycling” that include multi-family residents and develop curbside yardwaste collection programs; engage local and regional stakeholders in debate and decision-making about long-term planning for landfill; and explore/develop composting and recycling facilities needed to support Zero Waste.

Current staffing levels will need to be increased to cover these types of initiatives.

47.8 ENHANCEMENT: Integrated Pest Management Coordinator - 1.0 FTE - Unfunded **2015 - \$81,583**
2016 - \$101,325

This enhancement offer would add an Integrated Pest Management (IPM) Coordinator to the Environmental Services Department in the Sustainability Services Area. IPM is a best practice recommended by the Environmental Protection Agency (EPA) and the Centers for Disease Control (CDC). IPM uses a combination of pest knowledge and pest control methods to manage pests safely and economically. This position will coordinate efforts throughout the organization to ensure appropriate best management practices are incorporated thoughtfully and aligned with sustainability goals.

The IPM approach to pest control has become formalized in many organizations in recent years and incorporates many best management practices. The basic premise is to use the least environmentally impactful strategies first to control pests, using the following approaches: identification, prevention, monitoring, setting thresholds, control and evaluation. The position will develop an Integrated Pest Management Policy and Plan for the City, in close coordination with all departments that control pests. Other program efforts will include public outreach and education on IPM principles and developing partnerships with local agencies to advocate for IPM approaches. This position will oversee and implement the City's West Nile Virus management program and the Colorado Discharge Permit System - Permit for Discharges from Applications of Pesticides.

Several divisions (i.e., Natural Areas, Parks, Forestry, Golf, Cemetery, Utilities & Operation Services) are already involved in IPM, but these initiatives are not coordinated. This position will provide consistent coordination and support for every department that deals with pest issues. The position would be funded from the General Fund and would establish a “fee for service” model for non-General Fund users such as Utilities and Natural Areas. It is possible that 1/3-1/2 of the staffing costs could be reimbursed to the General Fund using this model.

47.9 ENHANCEMENT: Municipal Sustainability Projects - Green to Gold - Funded **2015 - \$20,000**
2016 - \$20,000

This offer will fund certain projects targeted at the Municipal Sustainability Goals (i.e., waste diversion & local food). One goal is to reduce waste from public access facilities by installing recycling containers in at least 20 pocket parks, thereby increasing the City’s diversion rate. The offer would pay incremental costs of City events for zero-waste (i.e., composting) services and use of local food.

The offer will fund the following projects:

- Recycling and/or organics biodigesting containers in small City parks (\$20,000)
- Incremental costs so the City can offer more zero-waste City events (i.e., board meetings, City picnic, etc.) (\$8,000)

ENVIRONMENTAL HEALTH

- Incremental costs to achieve progress on the local food goal (\$12,000)

Historically, municipal sustainability projects have been funded through external grants (i.e., ARRA) and KFCG dollars. Sustainability projects have not been budgeted by individual departments, and proposals to the Municipal Innovation Fund have far exceeded the allocations. In 2012, the municipal government fell behind the community in terms of carbon emissions reductions. This offer will help the City lead by example as we ask businesses and the community to step up in meeting aggressive environmental goals. The offer will help Fort Collins match sustainability leaders such as Palo Alto (53% GHG emission reduction), Dallas (39%) or Seattle (77%).

47.11 ENHANCEMENT: Air Quality Program Support - Funded **2015 - \$20,000**
2016 - \$20,000

This offer funds additional technical support under the air quality program for analyzing air quality impacts from air emission sources located within or affecting the City of Fort Collins. The Environmental Services Department's Air Quality Program is under increasing demand to provide technical expertise and quantitative analyses of impacts to air quality from myriad projects and sources. Often, these analyses are requested for unforeseen or unplanned circumstances and divert resources and staff time from planned or ongoing projects, and are beyond the expertise of program staff. Examples of recent special technical analyses include: asphalt plant, large industrial complex, retail development, oil and gas operations, and regional transportation proposals.

Fort Collins is located in an ozone non-attainment area. The area has incurred impacts from wildfire smoke, and oil and gas development, commercial and industrial development is increasing, and population increases and density, and infill initiatives are having an effect on local air pollution issues. These are all compelling factors that support building an increased level of technical capacity in the City's air quality program. This offer includes funding for air monitoring and modeling, and professional consulting services in support of City Plan, Climate Action Plan, and Air Quality Plan principles and policies, as well as to support requests from City Council, citizens and other departments. The air quality program functions as an internal consulting service on a variety of air quality issues, and additional support for air monitoring and specialty analysis is needed to fulfill the existing demand for these services.

47.13 KFCG ENHANCEMENT: Municipal Energy Efficiency Fund (General Fund Buildings) - Funded **2015 - \$100,000**
2016 - \$100,000

This offer creates a new dedicated funding pool to significantly advance the City organization's ability to implement cost-saving energy improvements and petroleum fuel reductions in a timely way. The City spent \$5.3M on energy in 2013, including \$2.4M for electricity and natural gas, and \$2.9M for motor fuels. Our use of this energy causes nearly all municipal greenhouse gas emissions. Investing in projects that demonstrate a good return on investment will save taxpayer dollars now, and these savings will escalate as utility prices continue to rise. This offer also anticipates City Manager policy changes expected in 2014, which would challenge City departments to increase energy conservation starting in 2015, and provide funds for short-payback energy investments.

The funding pool will be seeded with ~10% (5%/yr) of the energy and fuel budget for City buildings and fleets, excluding water and wastewater treatment

ENVIRONMENTAL HEALTH

process emissions. Proposals that demonstrate a return on investment of 10% or better will be prime candidates. The Fund will be used for:

- Operational efficiencies at large and/or inefficient facilities first
- High ROI energy and fleet projects
- Behavior and awareness programs with measured results
- Updates to Building Operations Plans
- Green enhancements for City retrofits that otherwise could not be funded due to capital budget limits

Funding will be allocated back into the fund that seeded the pool. Projects would be selected by the City’s Energy Manager with input from an interdepartmental team and ultimate approval by the City’s Chief Financial Officer. Energy cost savings and rebates will be placed into the pool to grow the fund. Savings and benefits would be reported annually.

Nationally, many organizations have implemented similar funds in the past. Poudre School District’s fund has saved the District millions of dollars in operational costs while implementing more than 250 projects since 2004 and significantly reducing environmental impacts.

47.14 ENHANCEMENT: Green Built Environment Program Coordinator - 1.0 FTE - Funded **2015 - \$67,746**
2016 - \$90,401

The Green Built Environment Program is an interdepartmental, multi-disciplinary initiative intended to align Fort Collins' built environment with community goals of reduced carbon emissions, reduced energy use and reduced water use through a mix of foundational work, regulatory efforts, and voluntary market-driven approaches. This collaborative initiative will support, enhance and implement principles and practices that reduce impacts from the built environment on human health and the natural environment.

This forward-thinking offer funds a full-time contractual position for the City’s Green Built Environment Program, recognizing that strategies for greening the built environment will be critical for meeting Climate Action Plan goals, and that a greener built environment delivers important social benefits (greater connectivity, mobility and healthier buildings) and economic benefits including lower utility costs.

The program coordinator is needed to oversee an interdisciplinary Steering Committee and subcommittees’ work on:

- Financial, voluntary and market-based incentives to encourage energy efficiency and sustainable design within the built environment.
- Long-range planning together with Utilities and Planning, Development & Transportation departments to promote regenerative, restorative and sustainable development principles.
- Coordination with Building Services on the development of enhanced building codes, particularly with regard to energy efficiency in the existing building stock.
- Development of public web resources for builders, developers, designers and community members, and internal web resources for City staff.
- Professional services to strategically enhance coordination and collaboration among City departments to build a program that provides a holistic, integrative approach to planning, developing and managing the built environment of our City.
- Engagement of stakeholders in developing an effective program.

ENVIRONMENTAL HEALTH

47.15 KFCG ENHANCEMENT: Community Engagement in a Vision for A Fossil-Free Future - Unfunded **2015 - \$150,000**
2016 - \$50,000

In April 2014, Fort Collins City Council provided clear direction for Fort Collins to update our community Climate Action Plan (CAP) to meet greenhouse gas reduction goals that are visionary and set our community on the path toward a fossil-free future. The updated CAP will lay out strategies to reduce community emissions to 80% below the 2005 levels by the year 2030 and ultimately to become carbon neutral.

Community support, engagement and partnerships will be essential if we are to achieve these goals. While the CAP will identify strategies at a high level, this offer provides the necessary resources to develop and implement a robust community engagement plan to support implementation. The offer will:

- Closely coordinate with existing departmental outreach efforts
- Provide a CAP Community Engagement Plan that will:
 - o Develop and promote a community vision for systemic, transformative change that addresses triple-bottom-line needs
 - o Encourage citizen action to mitigate climate change impacts and increase the communities' resiliency
 - o Encourage lifestyle changes that help us maintain our high quality of life
 - o Frame the issue and actions in a way the makes sense to people; make it timely and relevant
 - o Increase data sharing on a communitywide basis to enhance understanding of climate change impacts
 - o Help people overcome apathy and/or despair when faced with the large issue of climate change
 - o Capitalize on community pride and other important community values
 - o Identify and maximize partnership opportunities across City departments, with community stakeholders and large and small businesses, and regionally with other PRPA cities
- Provide campaigns designed to address various segments of the community
- May provide matching funds to leverage grants

This offer will provide technical expertise in social mobilization to develop a CAP Community Engagement Plan that is built on the strength of partnerships.

47.16 ENHANCEMENT: Regional Air Quality Council - Funded **2015 - \$10,000**
2016 - \$10,000

This offer funds the City's annual contribution toward the Regional Air Quality Council (RAQC). The RAQC was established in 1989 to develop and propose effective and cost-efficient air quality planning initiatives with input from government agencies, the private sector, stakeholder groups and citizens. In July 2013, Governor Hickenlooper designated the RAQC as the lead air quality planning agency for the Denver metropolitan area and the Denver Metro/North Front Range Ozone Non-Attainment Area. Fort Collins resides within this ozone non-attainment area.

The Governor has directed the RAQC to continue to engage in a coordinated process with the Colorado Department of Public Health and Environment, the Colorado Department of Transportation, affected local governments, transportation agencies, and others, as appropriate, to develop and report on options to further reduce emissions from vehicles, reduce vehicle miles traveled and other measures that yield emission reductions from the transportation sector.

In addition to developing emission-reduction strategies, ozone compliance plans and coordinating regional planning efforts, the RAQC provides essential

ENVIRONMENTAL HEALTH

public education and voluntary programs on air quality issues. The RAQC provides these programs as well as toolkits, a resource library, technical assistance and grants to local governments. The RAQC is made up of 24 members appointed by the Governor, including eight representatives of local governments. Councilmember Gerry Horak is currently a member representing Larimer County. More than 20 local governments contribute funding to the RAQC. Communities and counties in the North Front Range area have been asked to make an annual contribution of \$10,000. Larger communities in the Denver Metro area typically contribute \$20,000-\$30,000 per year.

47.17 ENHANCEMENT: Municipal Energy Efficiency Fund (Utility Buildings) - Funded **2015 - \$75,000**
2016 - \$75,000

This offer creates a new dedicated funding pool to significantly advance the City organization’s ability to implement cost-saving energy improvements and petroleum fuel reductions in a timely way. The City spent \$5.3M on energy in 2013, including \$2.4M for electricity and natural gas, and \$2.9M for motor fuels. Our use of this energy causes nearly all municipal greenhouse gas emissions. Investing in projects that demonstrate a good return on investment will save taxpayer dollars now, and these savings will escalate as utility prices continue to rise. This offer also anticipates City Manager policy changes expected in 2014, which would challenge City departments to increase energy conservation in 2015, and provide funds for short-payback energy investments.

The funding pool will be seeded with ~10% (5%/yr) of the energy and fuel budget for City buildings and fleets, excluding water and wastewater treatment process emissions. Proposals that demonstrate a return on investment of 10% or better will be prime candidates. The Fund will be used for:

- Operational efficiencies at large and/or inefficient facilities first
- High ROI energy and fleet projects
- Behavior and awareness programs with measured results
- Updates to Building Operations Plans
- Green enhancements for City retrofits that otherwise could not be funded due to capital budget limits

Funding will be allocated back into the fund that seeded the pool. Projects would be selected by the City’s Energy Manager with input from an interdepartmental team and ultimate approval by the City’s Chief Financial Officer. Energy cost savings and rebates will be placed into the pool to grow the fund. Savings and benefits would be reported annually.

Nationally, many organizations have implemented similar funds in the past. Poudre School District’s fund has saved the District millions of dollars in operational costs while implementing more than 250 projects since 2004 and significantly reducing environmental impacts.

47.18 ENHANCEMENT: FortZED Program - Funded **2015 - \$25,000**
2016 - \$25,000

FortZED, initiated in 2006, has grown to become an internationally recognized partnership among the City of Fort Collins, Colorado State University, the Colorado Clean Energy Cluster and the Fort Collins community. FortZED is recognized for its unique convergence of clean energy technical expertise, civic leadership, academic research and community participation.

FortZED provides a testing ground for new and innovative ideas that can move our community and the world toward a more efficient and sustainable

ENVIRONMENTAL HEALTH

future. Building on the strengths of each partner and moving beyond what they can accomplish alone, FortZED projects are pioneering energy solutions that support many community goals and can be replicated elsewhere.

To maximize equity, FortZED has been re-defined in 2014 to include all Fort Collins residents and businesses. This allows strategies and projects to be expanded by partnering with more organizations and the opportunity for all residents to be involved.

The requested funds will be used to implement the marketing and community engagement strategies developed in 2014 by local marketing experts, using prior General Fund FortZED funding. The stated objectives of the new campaign are to:

- Renew and build community awareness and excitement around the pioneering vision and projects
- Enlist community support in maintaining and growing FortZED and adopting of new projects
- Empower residents, businesses and organizations to take action to help achieve energy and efficiency goals (by leveraging Utilities programs)
- Pilot strategies that advance clean technology adoption and behavior change through the use of social science and marketing, which can then be scaled

Identified activities to achieve these goals could include:

- expanded website functionality
- outreach video
- user-generated video campaign
- demographic and market research
- economic analyses
- strategically crafted engagement campaigns based on social science principles

58.1 Utilities: Energy Services - Funded

2015 - \$4,329,279

2016 - \$4,352,822

This offer funds energy services programs, including the staffing and resources to deliver annual efficiency and conservation program savings of 22,000 megawatt-hours. Programs include consumer product rebates, home energy reports and business, and home and multi-family efficiency initiatives. Savings also result in annual carbon emissions reductions of more than 18,000 metric tons. Efficiency program savings are generated at an average cost of \$0.03 per kilowatt-hour, 40% lower than the cost of wholesale electricity. Approximately 75% of the funding in this offer provides direct rebates or services to customers.

The offer funds staffing that also supports FortZED, ClimateWise, Green Building, and Renewable and Demand Response programs. The City's efficiency and conservation programs are foundational to the Energy Policy goals, which include portfolio electric savings of 1.5% of community electricity use annually. The Energy Policy's primary metric is a reduction of greenhouse gas emissions. Efficiency and conservation are widely acknowledged as the most cost-effective path toward carbon emissions reductions. Implementation of these programs also supports key strategic outcomes and objectives within Environmental Health, Economic Health, and Community and Neighborhood Livability. Utilities reports on progress related to these outcomes with an annual update to City Council.

ENVIRONMENTAL HEALTH

These programs directly address the triple bottom line by generating savings through lower utility bills; creating jobs by providing services to customers; reducing criteria pollutants and greenhouse gas emissions; and improving the comfort, safety and productivity of homes and businesses.

The implementation plans include continuous improvement of existing programs, development of new collaborative programs with Platte River Power Authority and other member cities, streamlining and simplifying customer participation processes, and comprehensive outreach strategies.

58.2 ENHANCEMENT: Utilities Demand Response - Funded **2015 - \$1,137,062**
2016 - \$632,341

The Demand Response initiative is being updated by deploying a new Demand Response Management System (DRMS). The DRMS will be able to forecast, dispatch and manage air conditioning, electric water heaters, and commercial and industrial facilities in order to reduce consumption at peak times. The DRMS provides inventory management and work orders for installation/maintenance. The DRMS supports two-way, real-time communications with devices to know the available load reduction and to verify results. The DRMS is replacing a legacy load management system that has been in operation since 1982.

Participating customers will receive a Wi-Fi enabled thermostat that will reduce consumption at peak times, but also have a smartphone interface that will allow the users to interact, program and modify their energy consumption on the go. The ease of use and the programmability of the thermostat is expected to offer reductions of about 10% of the cooling and heating loads (electric and gas), delivering CO2 and financial savings year round.

There will be an electric water heater program that will shift electric use from peak to off-peak times. In addition to the shifting capabilities, it will create the foundation for a program to further use renewable resources by responding to the variability of renewable distributed generation. This functionality is expected in late 2016 and it will support the CO2 carbon reduction by having a larger penetration of renewables.

The DRMS will support a flexible communication protocol that will automate communications with commercial and industrial customers. Because it is based on an open standard, the protocol is compatible with different types of building automation systems and allows many customers to participate in the program.

The demand response system reduces purchased power costs in the short term and lays the foundation for a more advanced electric system that supports customer choice and distributed renewable energy.

59.1 Utilities: Renewable Energy - Funded **2015 - \$3,074,000**
2016 - \$3,074,000

This offer supports an ongoing Renewable Energy Portfolio, which continues to expand renewable resources in the community's energy mix. This offer supports the Climate Action Plan and Energy Policy, meeting the Colorado Renewable Energy Standard (RES), and local solar projects. The current RES minimum commitment for Fort Collins is 6% renewable energy by 2015 and 10% by 2020.

This offer funds three distinct initiatives for renewable electricity:

- 1) Funding to purchase 76,000,000 kWh of renewable energy under Platte River Power Authority wholesale Tariff 7 (\$1,824,000 annually). Tariff 7 is

ENVIRONMENTAL HEALTH

comprised of wind energy and wind energy credits, and meets a portion of the RES and voluntary purchases of renewable energy through Utilities' Green Energy Program. The cost of the voluntary portion of the purchases is offset by customer revenue (approximately \$350,000).

2) Funding of solar rebates for small-scale solar systems for residential and business customers (\$250,000 annually). The solar photovoltaic (PV) rebate program offers a dollar per Watt incentive (\$1.50 in 2013) for residential and commercial projects. This supports the installation of about 50 projects and 150 kW annually. The residential incentive is capped at 3 kilowatts (kW) per project and the cap for commercial projects is 10kW. Customer interest has more than sold out available solar rebates in recent years.

3) Funding for solar power purchase agreements (PPA) for the Solar Power Purchase Program (SP3, \$1,000,000 annually). The basis of the SP3 is a fixed-price, 20-year PPA between Fort Collins Utilities and commercial customers for solar energy generation. This arrangement is commonly known as a "feed-in-tariff." The solar projects from this program will meet approximately 25 percent of the renewables goal for 2015 (more than 4 megawatts of solar PV), as the energy is purchased on behalf of all Utilities customers.

59.2 ENHANCEMENT: Utilities Community Renewables - Funded **2015 - \$250,000**
2016 - \$250,000

This offer supports expansion of local solar photovoltaic (PV) funding with two innovative delivery models. Coupled with enhancement of incentive funding responding to strong customer interest, new opportunities to restructure solar incentives such as "group buy-down" and distributed Utility ownership will be reviewed with the objective to extract maximum value for citizens and the community in making renewable energy investments.

This offer funds two distinct initiatives for local solar PV:

1) Expansion of solar rebates funding for small-scale solar systems for residential customers (\$125,000 annually). The solar photovoltaic (PV) rebate program offers a dollar per Watt incentive (\$1.50 in 2013) for residential and commercial projects. This supports the installation of about 25 projects and 75 kW annually. The residential incentive is capped at 3 kilowatts (kW) per project. Customer interest has more than sold out available solar rebates in recent years. Based on calendar year budget appropriations, Utilities offers solar rebates in the first quarter of each year. Due to limited funding, the rebates are all allocated to customers within three months. Additional applicants are allowed to be put on a wait list. This additional funding is expected to more closely match the demonstrated customer interest on an annual basis.

2) Establishing a new program offering to install solar PV systems for income-qualified families at no cost (\$125,000 annually). These local families can most benefit from the monthly utility cost savings, while at the same time giving job trainees and community volunteers hands-on installation experience. The model is a solar program analogous to how Habitat for Humanity provides income-qualified homes. The model has been demonstrated in other states and includes collaborative funding to cover the majority of project costs with the help of local jurisdictions, utility companies, private donors, foundation grants and corporate sponsors.

59.3 ENHANCEMENT: Utilities Solar Garden - Funded **2015 - \$300,000**
2016 - \$250,000

This offer will expand the Community Solar Garden to accommodate additional customers. New opportunities to collaborate with Platte River Power Authority and the other member cities will be reviewed to extract maximum value for citizens and the community in making renewable energy investments.

ENVIRONMENTAL HEALTH

This offer provides solar rebate funding for customers who wish to buy into a Community Solar Garden (\$250,000 annually). The Community Solar Garden program expands small-scale renewable options for utility customers who do not have favorable sites for their own roof-top solar system. A solar garden is a solar electric array with multiple subscribers connected to the utility grid. The subscribers may purchase and own one or more “shares” of the facility and receive a credit on their electric bill proportional to their share of the system electricity production.

Solar garden rebates are structured similarly to small-scale solar rebates on a per-customer basis. The rebate is a dollar per Watt incentive (\$1.50 in 2013) for residential and commercial projects. The funding will support the installation of about 150 kW annually. The residential incentive is capped at 3 kilowatts (kW) per project and the commercial incentive is capped at 10 kW.

This offer also provides one-time funding for site improvements at the preferred site for the initial solar garden (\$50,000). The City development review process for the former site of the Dreher pickle plant at Riverside and Mulberry has identified the need for removal of one structure, the addition of a sidewalk, and fencing and landscaping requirements that require one-time funding. The Community Solar Garden and associated site improvements will enhance a gateway to Fort Collins' Downtown area and will also coordinate with the Art in Public Places and Natural Areas programs to enhance the site for public use.

61.1 ENHANCEMENT: Utilities Capital Project: Streetlight Replacement Program - Unfunded **2015 - \$0**
2016 - \$1,047,000

This proposal will fund the first year of a five-year streetlight replacement program. Solid-state street lighting technologies using light emitting diodes (LED) can improve energy efficiency, reduce maintenance costs through increased life cycle performance, and reduce light trespass and glare issues when correctly implemented. Light & Power is currently studying, testing and vetting available LED lighting products on the market for a reliable, long-life solution with appropriate design to replace existing street lights. Unlike most businesses who can count on energy savings as a significant part of the return on investment, Utilities can only recover energy costs using the avoided cost of purchased power (at the wholesale cost). Thus the primary payback mechanism for LED lighting replacement projects for a utility is avoided maintenance costs.

Following internal rate of return analysis informed by a street lighting life-cycle cost model developed as part of Light & Power’s study, the most cost effective-approach is to replace streetlights that have a faster rate of return first. The average maintenance interval for most of the high pressure sodium (HPS) street lights that currently comprise the City of Fort Collins street lighting system is about 6.9 years. Since LED lights have no need for maintenance during their 24-year life span, this is where the primary cost recovery comes in. Based on this model, 150W HPS street light replacements will break even in about 16 years. Other wattages have different payback periods, some of which are greater than 24 years, but across all wattages, the average payback is roughly 22 years.

Our most recent pricing places the material and labor costs to replace the roughly 11,100 remaining mercury vapor (MV) and HPS lights currently in service at about \$6,233,119. Using in-house crews, we expect we can accomplish about 2,200 streetlight replacements per year. Starting with 150W HPS streetlights, the budget for 2016 will be \$1,046,350.

ENVIRONMENTAL HEALTH

72.1 Utilities Capital Project: Stream Rehabilitation - Funded **2015 - \$650,000**
2016 - \$700,000

In 2012, City Council approved an update to the City of Fort Collins’ Stormwater Master Plan in accordance with Stormwater Repurposing goals to incorporate environmentally-focused projects, such as stream rehabilitation and water quality best management practice (BMP) regional projects and retrofits. This offer funds the third and fourth year of this program. The Stormwater Master Plan is a layered compilation of various studies, modeling results and engineering assessments. Each stormwater basin (11 basins) across Fort Collins has its own individual Basin Plan, which, in turn, is comprised of Flood Protection and Mitigation Plans, newly incorporated stream rehabilitation projects, and regional water quality BMP Retrofit projects.

A funding methodology was developed to address the identified \$53.4 million in stream restoration projects and their associated BMP retrofits. The approach proposed by staff and approved by City Council allocated approximately \$650,000 of annual Stormwater capital funding toward these projects. This approach maintains funding for life safety and property damage reduction flood control projects while still establishing a reasonable funding amount to implement stream rehabilitation projects. The stream projects were prioritized in mid-to-late 2012 using a Multi-Criterion Decision Analysis (MCDA) tool created to provide a flexible, rational and transparent means to rank and prioritize projects.

Funding for the program is as follows:

Project/Program	2015	2016
Spring Creek (Reach 1, Subreach 5)	\$600,000	
Spring Creek Regional BMPS		\$650,000
Stream Rehabilitation Maintenance Projects	\$50,000	\$50,000
Total	\$650,000	\$700,000

81.1 Utilities: Water Conservation - Funded **2015 - \$699,916**
2016 - \$698,201

This offer continues the Utilities’ current level of service for water conservation programs and includes a few new or expanded measures. It also includes regular and hourly employees, administrative expenses and program costs.

Current programs include public information; adult education; clothes washer, dishwasher, toilet and sprinkler equipment rebates; commercial incentives; toilet recycling; sprinkler system audits; commercial facility assessments; conservation giveaways; low-income retrofits; Xeriscape design assistance; maintenance of the City Hall Xeriscape Demonstration Garden; and regulatory enforcement of Land Use Code and Municipal Code provisions.

New programs in this offer include:

- Net Zero Water (2015: \$10,000; 2016: \$5,000): Net Zero Water is an initiative of the Colorado Water Innovation Cluster to develop a Net Zero Water Planning Template to analyze strategies for sites to reduce their water consumption and impacts on water quality.
- Graywater System Rebates (2015: \$2,500; 2016: \$5,000): With passage of legislation to allow graywater use in Colorado in 2013 and in anticipation of the state’s rulemaking in early 2015, Utilities plans to offer rebates as an incentive for installation of graywater systems.

ENVIRONMENTAL HEALTH

- Green Plumber Training (2015: \$2,500; 2016: \$2,500): Green Plumbers is an accreditation that plumbers may earn through training in environmental and technical issues. Utilities is planning to bring the training program to Fort Collins to encourage local plumbers to become certified.
- Xeriscape Installation Rebates (2015: \$15,000; 2016: \$15,000): Utilities has offered xeriscape design assistance to customers for many years, but in 2014 is piloting a rebate program to install the landscape design.
- Low Income Financial Assistance for Leak Repair (2015: \$15,000; 2016: \$15,000): AMI meters track continuous consumption that may be attributed to leaks. Utilities plans to offer assistance for low-income customers to repair indoor or service line leaks.

81.3 ENHANCEMENT: Utilities Water Conservation Coordinator (Horticulturist for Xeriscape Programs) - 1.0 FTE - Unfunded **2015 - \$69,747**
2016 - \$71,363

This offer funds a new Water Conservation Coordinator as a classified 1.0 FTE to administer and expand the City’s xeriscape programs. When Utilities’ Customer Connections Department completed its optimization plan, this position was identified as needed to fill this gap. Many of the duties have been done with existing classified and hourly staff. However, as a result of the optimization plan, new duties have been assigned to the water conservation staff.

Utilities has offered xeriscape programs for many years. However, to meet the Water Conservation Plan’s goal of 140 gallons per person per day by 2020, the City needs to take more aggressive action. Shifting the paradigm from grass lawns as the “normal” landscape to regionally appropriate xeriscape is an effective way toward achieving this goal.

Duties would include:

- Administering the Xeriscape Design Assistance Program, approving landscape plans and performing site visits for xeriscape installation rebates
- Coordinating xeriscape educational programs at the City’s Residential Environmental Program Series, the Gardens on Spring Creek, businesses and other groups upon request
- Providing materials to homebuilders and new homeowners about xeriscape, its benefits, and design and installation options
- Reviewing landscape plans for new development to ensure compliance with Land Use Code regulations
- Participating in the City’s streetscape team to review parkway applications and manage website and outreach materials
- Managing the City’s botanical software to create a customer-friendly site with characteristics of plant material found at the City’s gardens
- During commercial facility energy and water assessments, providing recommendations for making the landscape more water-wise
- Overseeing maintenance and leading tours of the City’s Xeriscape Demonstration Garden, including the annual Xeriscape Garden Party
- Participating in the creation of a new xeriscape garden, the Undaunted Garden, at the Gardens on Spring Creek

81.4 ENHANCEMENT: Utilities Home Water Reports - Funded **2015 - \$149,000**
2016 - \$162,000

In 2009, Fort Collins Utilities began distributing Home Energy Reports to single-family electric customers with an estimated savings of 2.6% for those receiving them. Home Water Reports have shown to be a cost-effective way to save 5% of the recipient’s total water use, slightly more than the results for Home Energy Reports. Delivering Home Water Reports would be an effective way to help the City reach its water reduction goals as directed in the 2009 Water Conservation Plan.

Utilities plans a pilot program during 2014 to deliver Home Water Reports to single-family water customers, alternating months with delivery of Home

ENVIRONMENTAL HEALTH

Energy Reports. Opower has teamed up with WaterSmart Software to be able to provide both reports. Starting in 2015, Utilities would like to expand the program to 15,000 customers and up to 20,000 in 2016 (of the 26,000 single-family home customers). A control group will be established to allow an analysis of the water savings for households who receive the report.

The reports provide households with information on their current water use and compare it to their past use, the average of similar households and the use of the most efficient households. This data is coupled with actionable information on ways to more efficiently use water around the home.

Utilities aims to motivate households to reduce their water use through changes in behavior or adoption of more water-efficient technology. The approach is based on social norms marketing; the idea is that much of people’s behavior is influenced by their perceptions of what is “normal” or “typical.”

An independent study of California’s East Bay Municipal Utility District’s year-long pilot project of WaterSmart Software’s Home Water Reports service found strong evidence that households receiving the reports reduced their water use by an average of 5 percent.

108.1 Utilities Capital Project: DWRF South Process Train Bio Nutrient Removal - Funded **2015 - \$5,400,000**
2016 - \$0

The Drake Water Reclamation Facility (DWRF) has three process trains with a rated hydraulic wastewater treatment capacity of 23 million gallons per day (MGD). A process train is a series of basins designed to remove organic and inorganic contaminants from the wastewater. Construction of improvements have been completed on two of the three process trains. This offer is for the design and construction of improvements to the third process train, the South Process Train (SPT), at the DWRF. These improvements are required to meet the nutrient removal standards required by the Colorado Department of Public Health and Environment’s (CDPHE) Regulation #85, and to provide the required treatment capacity and redundancy. The DWRF provides complete redundancy for the Mulberry Water Reclamation Facility (MWRF) if needed in the event of unplanned treatment issues due to process issues, natural disasters or construction. Upon completion of the SPT improvement project, the SPT will provide upgraded (Biological Nutrient Removal) treatment capacity and redundancy for the other two process trains at DWRF. On-site redundancy at DWRF is very important because DWRF is the end of the line in wastewater treatment options for the City of Fort Collins. The SPT construction includes the demolition of existing intermediate clarifiers, expansion of the basins to facilitate Biological Nutrient Removal, and improvements to facilitate the energy efficiency of the treatment train.

120.1 ENHANCEMENT: Sustainable Theatrical Lighting (Lincoln Center) - Unfunded **2015 - \$0**
2016 - \$191,000

This offer requests one-time funding in 2016 to purchase new energy-efficient theatrical lighting fixtures and a lighting console for the Lincoln Center Performance Hall. The new fixtures would use LED technology to increase bulb life and reduce power consumption. This offer would replace 200 existing fixtures with mostly LED lights and some increased efficiency conventional lighting. The new lighting console is required to operate the new fixtures.

This offer helps meet the City’s Sustainability Goals to reduce greenhouse gas emissions from municipal operations and to reduce City energy consumption by 20% of the 2005 baseline by 2020. This offer also supports the Lincoln Center’s commitment and efforts to reduce the facility’s carbon footprint, energy consumption and costs. Lincoln Center is an invited member of the Rocky Mountain Green Venue Partnership, which specifically focuses on best sustainable practices for public assembly facilities. 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. It also makes the Lincoln Center a leader in the performing arts

ENVIRONMENTAL HEALTH

industry while embracing best practices.

The new lights include:

- Large colored LED instruments that have multiple lights within each fixture
- Large stage wash fixtures that can create four colors within each fixture
- Ellipsoidal reflecting spot lights that use High Performance Lamps (HPL). HPL uses a compact filament. While not LED, HPL are far more energy efficient than current equipment and can produce theatrical effects LED can't.

138.1 Natural Areas Stewardship - Funded **2015 - \$2,130,334**
2016 - \$2,158,250

This offer supports exemplary resource stewardship services related to care for vegetation, soils, wetlands, wildlife, water resources, and cultural and scenic values on the City's natural areas. This offer is broken into two distinct management areas: Resource Management, and Land and Water Management.

Resource Management consists of three primary functions: general ecological restoration, resource management planning, and vegetation and wildlife management. Land and Water Management functions consist of property management, agricultural activities management, Conservation Easement stewardship program management, water and water rights administration, cultural resource management, mineral resource management, and management of Soapstone Prairie Natural Area.

Many of the Environmental Health principles and policies in Plan Fort Collins under "Open Lands" encompass much of the work to be performed by Resource Management under this offer. Specifically Policy ENV 2.5 – Provide Land Conservation and Stewardship, Policy ENV 2.3 – "Partner, Collaborate, and Coordinate on Open Lands" and Policy 4.2 – "Enhance and Restore Streams."

138.2 Natural Areas Department Management and Land Conservation - Funded **2015 - \$4,120,891**
2016 - \$4,907,238

This offer continues funding for the Department Management and Land Conservation Divisions of the Natural Areas Department (NAD) with designated City and County sales tax revenues.

The offer includes all costs associated with department management: staff (3.91 FTEs), office supplies for the entire program, and the Administrative and IT charges to the program. Management activities include: personnel management, budgeting, long-range planning, development and administration of general management guidelines and policies, and the development of site management plans. Natural Areas, now in its 22nd year, has evolved from focusing primarily on land conservation to become a multi-faceted department that includes the following divisions: department management; education, outreach and volunteer coordination; visitor services/enforcement; resource management; public improvements; land conservation; facility operations; and land and water management.

The offer includes all costs associated with land conservation: staff (1.25 FTEs), legal advice, real estate services support, consulting costs, appraisals and surveys. Land conservation activities include: acquisition of land or interests in land (conservation easements and leases), and the acquisition of

ENVIRONMENTAL HEALTH

water rights in accordance with the Natural Areas Master Plan and City Plan. While some conservation services are contracted outside the City, most of the services are provided internally by Real Estate Services and the City Attorney’s Office, who are compensated by the Natural Areas Department.

138.3 Natural Areas Operations, Rangers, Education, and Volunteer Management - Funded **2015 - \$3,578,621**
2016 - \$3,108,219

Natural areas are so important to citizens that they voted to tax themselves to fund land conservation and visitor services. This offer funds public improvements, ranger services, facility operations, education and volunteer management functions of the Natural Areas Department, all funded with dedicated City and County sales taxes (Open Space Yes!, Help Preserve Open Space).

Helping the public develop a deeper understanding, appreciation and connection to natural areas is an important component of maintaining our exceptional quality of life in Fort Collins. This offer ensures our natural areas are safe and well cared for, and provides the community with opportunities to understand and experience the importance that natural places add to our lives. This offer also provides educational programming, management of public facilities and recreational infrastructure, and ranger and visitor services.

Educational programming and activities include the involvement of more than 1,500 citizen volunteers and the development of maps, brochures and interpretive signs; technology; and free activities, events and classes.

The Natural Areas Department manages 44 natural areas encompassing nearly 35,000 acres. Public Improvements (trails, parking lots, fences, restrooms, signage, etc.) enrich recreational opportunities on the 40 natural areas currently open to the public. Facility Operations supports all staff by maintaining equipment, field supplies, and buildings. This offer funds operations, maintenance and improvements of recreational amenities and staff facilities.

Rangers and Visitor Services provide seven-days-a-week presence on all City-managed natural areas and 137 miles of trail. Rangers and Gate Attendants are the City’s front-line customer service representatives for the City’s nationally-recognized natural area and trail system

Please note that the contribution from Natural Areas to the paved trail system will be discontinued after the 2015/16 budget.

138.4 ENHANCEMENT: Conversion from Hourly to Classified - 1.5 FTE - Unfunded **2015 - \$61,042**
2016 - \$62,654

This offer converts two part-time hourly positions to classified 0.75 FTEs each (1.5 FTEs total), to maintain and enhance the current level of service and to continue to leverage the community’s volunteerism. The two existing positions are: the Service Learning Educator and the Community Programs Educator. The new job title for each position would be Environmental Education Coordinator. Outreach and volunteer opportunities are crucial to maintaining citizen support for natural areas, the Natural Areas Department, sales tax ballot measures and stewardship efforts. These positions connect people to their natural areas and deepen their awareness and understanding of the importance and meaning that natural areas bring to their lives and the community.

The positions would enable the Natural Areas Department to:

ENVIRONMENTAL HEALTH

- Enhance its ability to attain outreach goals as population grows. The goal is to reach at least 8% of the community (11,518-14,398 people annually) with participant demographics reflecting the demographics of the community. The department is not able to keep pace with current demand. Thirty-three requests for volunteer projects or field trips were turned down in 2013 due to lack of staff capacity.
- Enhance Natural Areas’ ability to use volunteers effectively to meet departmental goals. Volunteers donated more than 10,000 hours in 2013, the equivalent of five full-time staff members, and a value of \$238,181.
- Continue to support the work of multiple work teams within Natural Areas including resource management, Poudre River projects, public improvements and education.
- Retain knowledge and experience that is built from year to year and lost when hourly positions turn over.
- Maintain year-to-year consistency in the people holding the positions, which is vital for customer service excellence and greater efficiency.

147.1 Poudre River Sustainability Director - Funded **2015 - \$51,456**
2016 - \$52,206

This ongoing offer supports the General Fund portion of the Poudre River-related salary for the Natural Areas Director and associated programmatic expenses. The Director is funded 75% by dedicated Natural Area funds and 25% General Funds. The funding split is appropriate because Poudre River issues do not exclusively pertain to Natural Areas. Approximately 50% of the Director’s overall time is devoted to Poudre River initiatives, including: 1) leading City teams devoted to restoration and rehabilitation of the Poudre River; 2) helping to identify, plan, implement and resource recreation amenities; 3) participating in regional forums and professional associations with an interest in water issues and the Poudre River; 5) developing partnerships with various external organizations and individuals; 6) leading the City’s response team for outside federal water project permit applications; 7) generating outside resources for the City’s Poudre River goals.

The offer supports various adopted plans and policies, including:

- City Plan Principle ENV 24: The City will support a healthy and resilient Cache la Poudre ecosystem and protect, enhance and restore the ecological values of the River
- City Plan Policy ENV 24.4 – Restore and Enhance the Poudre River corridor, including aesthetic, habitat and recreation conditions
- City Plan Policy ENV 24.5 – Coordinate to Provide Adequate Instream Flows

148.1 KFCG ENHANCEMENT: Poudre River Restoration - Funded **2015 - \$125,000**
2016 - \$125,000

This offer requests support for extensive ecological restoration of the Poudre River including channel improvements, bank and floodplain restoration, and fish habitat improvements within Natural Areas properties. Due to the complexity and scale of Poudre River restoration, Natural Areas does not have the singular resources to “go it alone.” If this offer is accepted, these funds would be matched by \$250,000 a year in Natural Area’s restoration funds to provide an annual funding base of \$375,000 for the planning, permitting and construction of one major river restoration. Although this is an enhancement offer, please note that the offer asks for a continuation of General Fund and Keep Fort Collins Great funds that have been devoted to Poudre River restoration since the 2011-2012 budget cycle.

This offer strongly supports a number of Plan Fort Collins principles and policies from the Poudre River chapter, such as:

- Principle ENV 24, support, protect and enhance the ecological values of the Poudre River

ENVIRONMENTAL HEALTH

- Principle ENV 26, minimize potential floodplain hazards and promote natural processes
- Policy ENV 26.3, Ensure Setbacks for Channel Instability and Improve Channel Migration
- Policy ENV 27.4, Restore and enhance disturbed areas

148.2 KFCG ENHANCEMENT: Northern Integrated Supply Project Analysis and Response; hourly River Health Specialist - Funded **2015 - \$229,050**
2016 - \$230,825

The purpose of this offer is to finance a two-year Environment Planner as well as outside experts and consultants to help the City review and respond to the Northern Integrated Supply Project (NISP) Supplemental Draft Environmental Impact Statement (SDEIS). Moreover, this offer will provide support to an effort to develop a quantitative and qualitative Poudre River “healthy working river” vision. This vision will assist in developing a reaction to the NISP proposal, as well as all Poudre River enhancement efforts.

Publication of the SDEIS is expected in late 2014. The City’s response to the SDEIS will be focused on project impacts as well as mitigation. City staff believes that additional staff capacity and outside consultants will be critical in order to understand and develop adequate responses to NISP.

The three departments most involved with the NISP project (Natural Areas, the Water Utility and the City Attorney’s Office) do not have adequate staff capacity to develop and organize this work. In addition, while the departments fully expect to devote resources to this effort, there are elements of the work that go beyond the mission and funding boundaries of the departments.

Specifically, by funding the Environmental Planner position the City will have the necessary capacity to:

- Develop a response to the extensive analyses associated with the SDEIS and ecological impacts
- Develop a qualitative and quantitative healthy working river vision that can inform the City’s engagement in the EIS process as well as to point a way forward in other river health efforts

By contracting with outside experts the City will have the capacity to:

- Evaluate the extensive SDEIS analyses related to the full realm of potential impacts to City
- Engage legal expertise to develop the optimal response to the SDEIS based on City priorities, as well as legal and administrative processes

148.4 ENHANCEMENT: Instream Flow Water Resource Specialist - Funded **2015 - \$100,000**
2016 - \$100,000

This offer funds a water engineering consultant for a period of two years to continue to work on instream flow-related matters. The health of the Poudre River is directly related to flows. The Poudre currently suffers from diversions that dry up the river, low flows, and flow volatility related to water deliveries. Outside expertise will assist Natural Areas staff to explore and pursue options for enhancing instream flows that include: 1) water transactions such as water-sharing agreements, 2) establishing a traditional instream designation under state law, and 3) partnerships with diverse entities.

While Natural Areas staff has been working on instream flow opportunities and issues, in staff’s view the department does not have the resources to adequately deal with the highly complex and labor-intensive issues associated with instream flows. Furthermore, instream flows go beyond the core mission of the department. While the department can contribute resources to instream issues, including water acquisition funds, it is unlikely to be

ENVIRONMENTAL HEALTH

successful at a level that meets community expectations without access to a more diverse funding pool.

In the 2013-2014 budget cycle, Natural Areas received funding to complete a River Operation Study and initiate a program to address environmental flows and ecological connectivity within the urban reach of the Cache la Poudre River. This request continues that effort and will pursue a variety of solutions identified in the study. While purchase of senior water rights and conversion of those rights to instream flows is likely to be an important “beachhead” strategy, it is unlikely to create an adequate supply of water needed for flow improvements because it is too expensive and the Poudre is over-appropriated. Therefore, a preferred option, and an approach championed by recent statewide water planning processes, falls into the general category of water sharing and leasing agreements.

155.1 KFCG ENHANCEMENT: Oil & Gas Inspection and Sampling Assistance - Funded **2015 - \$70,000**
2016 - \$50,000

This offer assists Community Development and Neighborhood Services (CDNS) with oil and gas development issues. CDNS has been tasked with the development of a comprehensive inspection and monitoring program for oil and gas development in the City of Fort Collins Growth Management Area.

As a result of a special election held on Nov. 5, 2013, a moratorium is now in place for all hydraulic fracturing within the City of Fort Collins*. The moratorium will remain in place for up to five years and stops the current operator from using hydraulic fracturing to enhance existing wells or drill new ones. A third-party contractor is working on document review and field inspections to ensure compliance with the existing Operator Agreement. The new inspection program will be expanded to become more comprehensive by including all inspection requirements under state and local regulations, will ensure adequate inspector training and experience, and obtain local inspection authority by entering into an Intergovernmental Agreement (IGA) with the COGCC. It will provide regional services through cost sharing with other cities, and provide COGCC compliance authority. Air quality baseline data collection has also begun. These services will continue as part of this offer and background water quality testing will be provided.

Additionally, depending on the timing of additional Council action regarding oil and gas regulations, consulting services may be needed to support either creation or implementation of supplementary regulations to the City’s Land Use Code to guide future oil and gas activities.

Finally, critical to the success of this effort will be to foster partnerships with neighboring communities that address site inspections, data and report sharing, and seeking regional opportunities for collaborative research, as oil and gas activities impact the entire region.

* While a district judge overturned the moratorium in August 2014, the City is still monitoring the existing well.

174.1 ENHANCEMENT: Advanced Waste Stream Optimization - Funded **2015 - \$58,000**
2016 - \$350,000

This offer proposes 4 tasks to enable the City to become more systematic about managing the community’s waste stream for optimal benefit.

1. Systematically evaluate “waste” materials and Sustainable Materials Management (SMM) Principles (\$50,000-2015) Evaluate & prioritize Sustainable Materials Management principles and activities suitable for Fort Collins and the region’s waste streams (as opposed to “waste management”):

- Materials substitution or reuse

ENVIRONMENTAL HEALTH

- Redesign systems to reduce pollution & waste
 - In-situ waste treatment & waste conversion technology, including net energy analyses of recommended alternatives
 - Evaluate highest/best use for organic material currently going to the landfill
2. Support Innovation in Waste-to-Clean-Energy technology (\$8,000-2015)
Secure services of contractual grant writer to research energy innovations funding opportunities that will allow the City to help CSU secure grant funding for waste-to-clean-energy pilot/demo projects that are feasible for implementation at a local/regional scale.
3. Implement priority recommendations from SMM assessment, with a particular focus on organics. (\$250,000-2016)
Build regional partnership to implement recommendations. This may include partnering with Larimer County, Loveland, etc. to build a regional composting transfer facility.
4. Advance City organization readiness to engage in waste-to-clean energy (\$100,000-2016)
Continue feasibility analyses of expanded processing capabilities at Drake Water Reclamation Facility (DWRF) to support developing DWRF into a full Resource Recovery Center:
- Opportunities for accepting additional waste materials (i.e. brewery waste or food scraps) to optimize conversion of waste to energy processes at the DWRF. This analysis builds on recent studies about how to increase and utilize fuel production capability (methane gas) to generate electricity.
 - Prioritize actions to implement new systems & technology at DWRF to achieve waste-to-energy & other environmental goals.



Safe Community

Fort Collins provides a safe place
to live, work, learn, and play



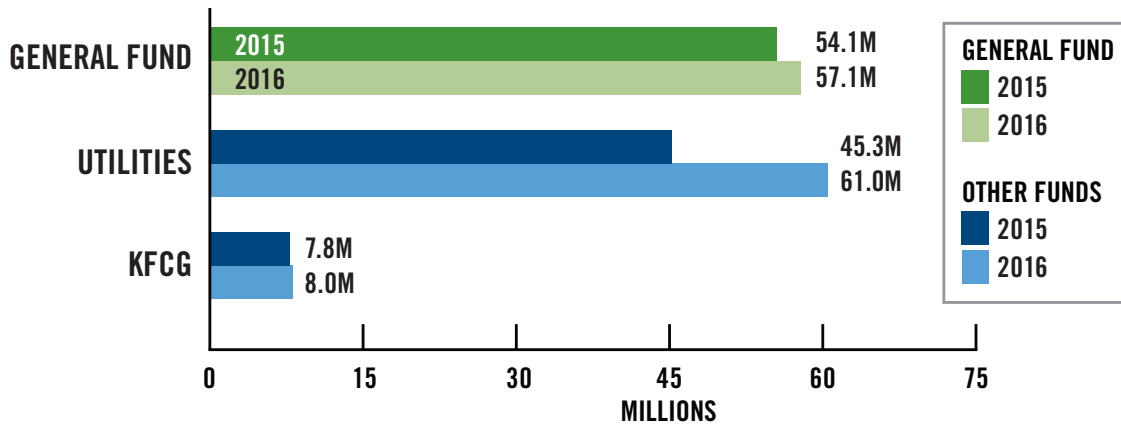


Safe Community

2015 General Fund & Other Funds – 107.2M

2016 General Fund & Other Funds – 126.1M

- Police
- Fire
- Stormwater
- Water



OVERVIEW

Public safety services are one of the most highly rated priorities in the community. This budget maintains the level of police and fire services that were supported by the voters in the 2010 Keep Fort Collins Great initiative. In addition to Police patrol, investigations and communications/dispatch, the budget funds Neighborhood Policing efforts, School Resource Officers and the Crime Lab. Similarly, funding is included for core Poudre Fire Authority operations, as well as limited enhancements for electronic data management, and Emergency Medical Services (EMS) iPhone app, and emergency management. The strategic objectives for Safe Community, as outlined in the 2015–2016 Strategic Plan, are as follows:

- 5.1. Provide facilities and training capabilities to support a high caliber police force.
- 5.2. Optimize the use of technology to drive efficiency, productivity and customer service.
- 5.3. Align staffing levels to deliver services that meet community expectations and needs, and increase public safety operational efficiency.
- 5.4. Protect life and property with natural, aesthetically pleasing flood mitigation facilities through building codes and development regulations.
- 5.5. Develop and implement emergency preparation, response and recovery plans across the organization in collaboration with other community efforts.
- 5.6. Improve safety for all modes of travel including vehicular, pedestrian and bicycles.
- 5.7. Use data to focus police efforts on reducing crime and disorder within the community.
- 5.8. Improve community involvement, education and regional partnerships to make our community safer and stronger.
- 5.9. Partner with Poudre Fire Authority to provide fire and emergency services.
- 5.10. Provide a high-quality, sustainable water supply that meets or exceeds all public health standards and supports a healthy and safe community.

FUNDING SOURCES

The Safe Community Outcome encompasses programs which have multiple funding sources. Utility rate revenues fund Water and Stormwater programs. There are no increases in Water and Stormwater rates for 2015 and 2016. General Fund revenues fund Police Services and Poudre Fire Authority.

KEY PURCHASES

- Police Patrol, Investigations, Communications, Administration and overall operations
- Poudre Fire Authority services and programs
- Water and Stormwater Utility operations and capital projects
- Natural Areas Ranger Program
- Office of Emergency Management
- Municipal court services

ENHANCEMENTS PURCHASED

	2015	2016
Arthur Ditch Master Plan and Alternative Analysis	185,000	0
Bicycle and Pedestrian Safety Town	30,000	25,000
Environmental Project Consultant (Utilities Special Project Coordinator/Stormwater)	0	0
Patrol Laptop Replacement	0	693,600
Upgrades to City Emergency Operation Center	80,000	0
Utilities Capital Project: Emergency Operations Center	75,000	0
Utilities Water Plant Special Project Management Consulting	56,666	57,906
Positions added:		
- Police Liquor and Marijuana Regulation Unit Staffing - 2.0 FTE	147,531	213,408
- Police Services Daytime Specialized Enforcement Resources - 2.0 FTE	181,650	221,606
- Police Services Daytime Specialized Enforcement Supervisor - 1.0 FTE	124,123	152,124
- Utilities Special Project Manager Split between Water and Wastewater - 0.5 FTE	0	0
- Utilities Water Resources Engineer - 1.0 FTE	103,887	106,178
	983,857	1,469,822

Drilling Platform - Ranked Offers by Outcome

Budget Years: 2015 - 2016

SAFE COMMUNITY - 2015

Offer	Offer Cost		Offer Funding		
	Total	Dedicated	GENERAL FUND Ongoing	OTHER FUNDS	RESERVES
56.2 Police Information Services	7,237,159	307,000	6,332,271	597,888	0
		<i>Ambulance Contract</i>	<i>Keep Fort Collins Great Fund</i>		
3.1 Utilities Water Core Services	14,645,870	0	0	14,645,870	0
				<i>City of Fort Collins Water Fund</i>	
56.6 Police Criminal Investigation Division Programs and Services	6,356,311	0	4,928,305	1,411,294	16,712
			<i>Keep Fort Collins Great Fund</i>		<i>General Fund</i>
42.1 Utilities Stormwater Services	3,268,290	0	0	3,268,290	0
				<i>City of Fort Collins Stormwater Fund</i>	
56.15 Police Patrol Services	13,108,189	0	12,626,511	481,678	0
			<i>Keep Fort Collins Great Fund</i>		
56.3 Police Regional CRISP Project	459,064	0	194,000	0	265,064
					<i>General Fund</i>
56.7 Police Criminal Investigations Fleet Fuel, Lease Purchase and Maintenance	318,566	0	259,772	58,794	0
			<i>Keep Fort Collins Great Fund</i>		
56.10 Police Office of the Chief & Administration	2,456,091	0	2,417,716	38,375	0
			<i>Keep Fort Collins Great Fund</i>		
56.17 Police Patrol Specialized Units	4,749,587	768,822	2,151,891	1,020,638	808,236
		<i>PSD Revenue for SRC Traffic Calming Surcharge</i>	<i>Keep Fort Collins Great Fund</i>		<i>General Fund</i>
19.1 Municipal Court Services	692,593	77,163	615,430	0	0
		<i>Camera Radar</i>			

Drilling Platform - Ranked Offers by Outcome

Budget Years: 2015 - 2016

SAFE COMMUNITY - 2015

Offer	Offer Cost Total	Offer Funding			
		GENERAL FUND Dedicated	GENERAL FUND Ongoing	OTHER FUNDS	RESERVES
95.1 Utilities Capital Project: Chlorine Contact Basin	1,000,000	0	0	1,000,000 <i>Water Fund</i>	0
161.1 Poudre Fire Operation, Maintenance & Capital (General Fund)	19,129,066	0	19,129,066	0	0
161.2 KFCG: Poudre Fire Authority Operation, Maintenance and Capital	2,649,902	0	0	2,636,370 <i>Keep Fort Collins Great Fund</i>	13,532 <i>Keep Fort Collins Great Fund</i>
37.1 Utilities Capital Project: Water Production Replacement Program	1,591,205	0	0	1,591,205 <i>Water Fund</i>	0
56.21 ENHANCEMENT: Police Services Daytime Specialized Enforcement Resources - 2.0 FTE	181,650 <i>General One-time Revenue</i>	104,475	77,175	0	0
32.1 Water Fund Payments & Transfers	10,634,269	0	0	10,634,269 <i>Water Fund</i>	0
56.33 KFCG ENHANCEMENT: Police Services Daytime Specialized Enforcement Supervisor - 1.0 FTE	124,123	0	0	124,123 <i>Keep Fort Collins Great Fund</i>	0
96.1 Utilities Capital Project: Energy Optimization	285,000	0	0	285,000 <i>Water Fund</i>	0
35.1 Utilities Capital Project: Water Distribution System Replacement	500,000	0	0	500,000 <i>Water Fund</i>	0
16.4 KFCG: School Crossing Guard Program	94,350	0	0	94,350 <i>Keep Fort Collins Great Fund</i>	0

Drilling Platform - Ranked Offers by Outcome

Budget Years: 2015 - 2016

SAFE COMMUNITY - 2015

Offer	Offer Cost Total	Offer Funding			
		GENERAL FUND Dedicated	Ongoing	OTHER FUNDS	RESERVES
36.1 Utilities Capital Project: Meter Replacement & Rehabilitation	800,000	0	0	800,000	0
				<i>Water Fund</i>	
71.5 Utilities Capital Project: Poudre River Downtown Improvements (Stormwater)	1,000,000	0	0	0	1,000,000
					<i>Stormwater Fund</i>
43.1 Utilities Stormwater Payments and Transfers	7,816,669	0	0	7,816,669	0
				<i>Stormwater Fund</i>	
159.2 Police Utilities and Building Operations	369,591	0	369,591	0	0
161.4 Office of Emergency Management	174,026	0	174,026	0	0
71.1 Utilities Capital Project: Stormwater Drainage System Improvements	360,000	0	0	360,000	0
				<i>Stormwater Fund</i>	
71.2 Utilities Capital Project: Stormwater NECCO Improvements	2,500,000	0	0	2,500,000	0
				<i>Stormwater Fund</i>	
135.1 West Nile Virus Management Program	329,865	0	0	329,865	0
				<i>Keep Fort Collins Great Fund</i>	
159.1 Police Vehicle Replacement Existing Payments	624,002	475,126	0	0	148,876
	<i>General One-time Revenue</i>				<i>General Fund</i>
56.20 Police Patrol Fleet Fuel and Maintenance	1,421,893	0	1,080,293	341,600	0
				<i>Keep Fort Collins Great Fund</i>	
56.22 ENHANCEMENT: Police Liquor and Marijuana Regulation Unit Staffing - 2.0 FTE	147,531	0	147,531	0	0

Drilling Platform - Ranked Offers by Outcome

Budget Years: 2015 - 2016

SAFE COMMUNITY - 2015

Offer	Offer Cost		Offer Funding			
	Total	GENERAL FUND Dedicated	Ongoing	OTHER FUNDS	RESERVES	
56.18 Police Patrol Juvenile Transport Contract	53,736	53,736	0	0	0	
	<i>General One-time Revenue</i>					
71.3 Utilities Capital Project: Stormwater Developer Repayments	100,000	0	0	100,000	0	
	<i>Stormwater Fund</i>					
159.3 Police Vehicle 2015-16 Replacements	184,018	184,018	0	0	0	
	<i>General One-time Revenue</i>					
71.6 Utilities Capital Project: Stormwater Basin Master Plan Updates	275,000	0	0	275,000	0	
	<i>Stormwater Fund</i>					
71.7 Utilities Capital Project: Boxelder Basin Regional Stormwater Authority	330,000	0	0	330,000	0	
	<i>Stormwater Fund</i>					
56.19 Police Patrol North Range Detox Contract	100,709	100,709	0	0	0	
	<i>General One-time Revenue</i>					
3.3 ENHANCEMENT: Utilities Water Resources Engineer - 1.0 FTE	103,887	0	0	103,887	0	
	<i>Water Fund</i>					
42.4 ENHANCEMENT: Environmental Project Consultant (Utilities Special Project Coordinator/Stormwater)	0	0	0	0	0	
	<i>City of Fort Collins</i>					
3.5 ENHANCEMENT: Utilities Special Project Manager Split between Water and Wastewater - 0.5 FTE	0	0	0	0	0	
	<i>City of Fort Collins</i>					

Drilling Platform - Ranked Offers by Outcome

Budget Years: 2015 - 2016

SAFE COMMUNITY - 2015

Offer	Offer Cost		Offer Funding			
	Total	GENERAL FUND Dedicated	Ongoing	OTHER FUNDS	RESERVES	
161.3 ENHANCEMENT: Upgrades to City Emergency Operation Center	80,000	80,000	0	0	0	
	<i>General One-time Revenue</i>					
131.1 ENHANCEMENT: Utilities Capital Project: Emergency Operations Center	75,000	0	0	37,500	37,500	
				<i>Water Fund Wastewater Fund</i>	<i>Light & Power Fund Stormwater Fund</i>	
3.6 ENHANCEMENT: Utilities Water Plant Special Project Management Consulting	56,666	0	0	56,666	0	
				<i>City of Fort Collins Water Fund</i>		
56.16 Police Red Light & Camera Radar Program	639,316	530,217	0	0	109,099	
		<i>Camera Radar</i>			<i>General Fund</i>	
130.1 ENHANCEMENT: Arthur Ditch Master Plan and Alternative Analysis	185,000	185,000	0	0	0	
	<i>General One-time Revenue</i>					
16.5 KFCG ENHANCEMENT: Bicycle and Pedestrian Safety Town	30,000	0	0	30,000	0	
				<i>Keep Fort Collins Great Fund</i>		
	Funded Offers	107,238,194	2,866,266	50,503,578	51,469,331	2,399,019
56.31 ENHANCEMENT: Police Patrol Technology Replacement	70,000	0	0	0	70,000	
					<i>General Fund</i>	
56.4 ENHANCEMENT: Police Property and Evidence Technician - 1.0 FTE	55,981	5,280	50,701	0	0	
	<i>General One-time Revenue</i>					

SAFE COMMUNITY - 2015

Offer	Offer Cost Total	Offer Funding			
		GENERAL FUND Dedicated	GENERAL FUND Ongoing	OTHER FUNDS	RESERVES
56.11 ENHANCEMENT: Police Training Unit 2015 Training Officer and Hourly Background Investigator - 1.0 FTE	148,369	32,898	115,471	0	0
	<i>General One-time Revenue</i>				
114.2 ENHANCEMENT: Electric Systems Operator (Water Services Dispatcher) - 1.0 FTE	73,168	0	0	73,168	0
	<i>Water Fund Wastewater Fund Stormwater Fund</i>				
56.32 ENHANCEMENT: Police Funding for Training Facility Design Development	1,000,000	0	0	0	1,000,000
	<i>General Fund</i>				
42.5 ENHANCEMENT: Civil Engineer II (Utilities Stormwater Engineer) - 1.0 FTE	103,887	0	0	103,887	0
	<i>Stormwater Fund</i>				
96.2 Utilities Capital Project: Process Improvements	1,800,000	0	0	0	1,800,000
	<i>Water Fund</i>				
56.27 ENHANCEMENT: Police Records Data Entry Clerks - 1.5 FTE	79,584	5,320	74,264	0	0
	<i>General One-time Revenue</i>				
56.24 ENHANCEMENT: Police Special Weapons and Tactics (SWAT) Vehicle	63,485	63,485	0	0	0
	<i>General One-time Revenue</i>				
136.1 ENHANCEMENT: Additional Office of Emergency Management (OEM) Personnel - 2.0 FTE	154,572	0	154,572	0	0
56.9 ENHANCEMENT: Police Services Front Desk Security	81,390	0	81,390	0	0

SAFE COMMUNITY - 2015

Offer	Offer Cost		Offer Funding			
	Total	GENERAL FUND Dedicated	GENERAL FUND Ongoing	OTHER FUNDS	RESERVES	
56.25 ENHANCEMENT: Police Accreditation & Volunteer Program Coordinator - 1.0 FTE	59,739	4,200	55,539	0	0	0
		<i>General One-time Revenue</i>				
56.26 ENHANCEMENT: 911 Center Replacement Furniture Consoles	300,000	300,000	0	0	0	0
		<i>General One-time Revenue</i>				
Unfunded Offers	3,990,175	411,183	531,937	177,055	2,870,000	
Total Offers	111,228,369	3,277,449	51,035,515	51,646,386	5,269,019	

Drilling Platform - Ranked Offers by Outcome

Budget Years: 2015 - 2016

SAFE COMMUNITY - 2016

Offer	Offer Cost		Offer Funding		
	Total	GENERAL FUND Dedicated	Ongoing	OTHER FUNDS	RESERVES
56.2 Police Information Services	7,393,742	310,000	6,456,711	627,031	0
		<i>Ambulance Contract</i>	<i>Keep Fort Collins Great Fund</i>		
3.1 Utilities Water Core Services	14,138,998	0	0	14,138,998	0
				<i>City of Fort Collins Water Fund</i>	
107.1 Utilities Capital Project: UV Disinfection System	5,900,000	0	0	5,900,000	0
				<i>Wastewater Fund</i>	
56.6 Police Criminal Investigation Division Programs and Services	6,490,998	0	5,032,473	1,441,430	17,095
			<i>Keep Fort Collins Great Fund</i>		<i>General Fund</i>
56.8 Police Portion of Regional Crime Lab Operating Costs	75,000	0	75,000	0	0
42.1 Utilities Stormwater Services	3,284,789	0	0	3,284,789	0
				<i>City of Fort Collins Stormwater Fund</i>	
56.15 Police Patrol Services	13,603,759	0	13,112,866	490,893	0
			<i>Keep Fort Collins Great Fund</i>		
56.3 Police Regional CRISP Project	480,717	0	194,000	0	286,717
					<i>General Fund</i>
56.7 Police Criminal Investigations Fleet Fuel, Lease Purchase and Maintenance	316,828	0	269,810	47,018	0
			<i>Keep Fort Collins Great Fund</i>		
56.10 Police Office of the Chief & Administration	2,500,373	0	2,461,998	38,375	0
			<i>Keep Fort Collins Great Fund</i>		
56.17 Police Patrol Specialized Units	4,891,241	774,810	2,245,161	1,160,068	711,202
		<i>PSD Revenue for SRC Traffic Calming Surcharge</i>	<i>Keep Fort Collins Great Fund</i>		<i>General Fund</i>
					<i>Keep Fort Collins Great Fund</i>

Drilling Platform - Ranked Offers by Outcome

Budget Years: 2015 - 2016

SAFE COMMUNITY - 2016

Offer	Offer Cost Total	Offer Funding			
		GENERAL FUND Dedicated	GENERAL FUND Ongoing	OTHER FUNDS	RESERVES
19.1 Municipal Court Services	694,731	78,068 <i>Camera Radar</i>	616,663	0	0
95.1 Utilities Capital Project: Chlorine Contact Basin	9,720,000	0	0	2,334,992 <i>Water Fund</i>	7,385,008 <i>Water Fund</i>
161.1 Poudre Fire Operation, Maintenance & Capital (General Fund)	20,380,027	71,844 <i>General One-time Revenue</i>	20,308,183	0	0
161.2 KFCG: Poudre Fire Authority Operation, Maintenance and Capital	2,783,473	0	0	2,767,686 <i>Keep Fort Collins Great Fund</i>	15,787 <i>Keep Fort Collins Great Fund</i>
37.1 Utilities Capital Project: Water Production Replacement Program	2,331,182	0	0	2,331,182 <i>Water Fund</i>	0
56.21 ENHANCEMENT: Police Services Daytime Specialized Enforcement Resources - 2.0 FTE	221,606	0	221,606	0	0
32.1 Water Fund Payments & Transfers	10,633,793	0	0	10,633,793 <i>Water Fund</i>	0
56.33 KFCG ENHANCEMENT: Police Services Daytime Specialized Enforcement Supervisor - 1.0 FTE	152,124	0	0	152,124 <i>Keep Fort Collins Great Fund</i>	0
96.1 Utilities Capital Project: Energy Optimization	300,000	0	0	300,000 <i>Water Fund</i>	0
35.1 Utilities Capital Project: Water Distribution System Replacement	2,300,000	0	0	2,300,000 <i>Water Fund</i>	0

Drilling Platform - Ranked Offers by Outcome

Budget Years: 2015 - 2016

SAFE COMMUNITY - 2016

Offer	Offer Cost Total	Offer Funding			
		GENERAL FUND Dedicated	Ongoing	OTHER FUNDS	RESERVES
16.4 KFCG: School Crossing Guard Program	94,350	0	0	94,350	0
				<i>Keep Fort Collins Great Fund</i>	
36.1 Utilities Capital Project: Meter Replacement & Rehabilitation	800,000	0	0	800,000	0
				<i>Water Fund</i>	
43.1 Utilities Stormwater Payments and Transfers	7,824,257	0	0	7,824,257	0
				<i>Stormwater Fund</i>	
159.2 Police Utilities and Building Operations	393,884	0	393,884	0	0
161.4 Office of Emergency Management	176,881	0	176,881	0	0
71.1 Utilities Capital Project: Stormwater Drainage System Improvements	370,000	0	0	370,000	0
				<i>Stormwater Fund</i>	
71.2 Utilities Capital Project: Stormwater NECCO Improvements	2,500,000	0	0	2,500,000	0
				<i>Stormwater Fund</i>	
135.1 West Nile Virus Management Program	336,463	0	0	336,463	0
				<i>Keep Fort Collins Great Fund</i>	
159.1 Police Vehicle Replacement Existing Payments	548,916	300,000	0	0	248,916
	<i>General One-time Revenue</i>				<i>General Fund</i>
56.20 Police Patrol Fleet Fuel and Maintenance	1,439,885	0	1,119,491	320,394	0
				<i>Keep Fort Collins Great Fund</i>	
56.22 ENHANCEMENT: Police Liquor and Marijuana Regulation Unit Staffing - 2.0 FTE	213,408	0	213,408	0	0

Drilling Platform - Ranked Offers by Outcome

Budget Years: 2015 - 2016

SAFE COMMUNITY - 2016

Offer	Offer Cost		Offer Funding			
	Total	Dedicated	GENERAL FUND Ongoing	OTHER FUNDS	RESERVES	
56.18 Police Patrol Juvenile Transport Contract	55,740	55,740	0	0	0	0
	<i>General One-time Revenue</i>					
71.3 Utilities Capital Project: Stormwater Developer Repayments	100,000	0	0	100,000	0	0
	<i>Stormwater Fund</i>					
159.3 Police Vehicle 2015-16 Replacements	411,834	411,834	0	0	0	0
	<i>General One-time Revenue</i>					
71.6 Utilities Capital Project: Stormwater Basin Master Plan Updates	275,000	0	0	275,000	0	0
	<i>Stormwater Fund</i>					
71.7 Utilities Capital Project: Boxelder Basin Regional Stormwater Authority	350,000	0	0	350,000	0	0
	<i>Stormwater Fund</i>					
56.19 Police Patrol North Range Detox Contract	103,528	103,528	0	0	0	0
	<i>General One-time Revenue</i>					
163.1 ENHANCEMENT: Patrol Laptop Replacement	693,600	40,732	0	0	652,868	0
	<i>General One-time Revenue</i>					
3.3 ENHANCEMENT: Utilities Water Resources Engineer - 1.0 FTE	106,178	0	0	106,178	0	0
	<i>Water Fund</i>					
42.4 ENHANCEMENT: Environmental Project Consultant (Utilities Special Project Coordinator/Stormwater)	0	0	0	0	0	0
	<i>City of Fort Collins</i>					
3.5 ENHANCEMENT: Utilities Special Project Manager Split between Water and Wastewater - 0.5 FTE	0	0	0	0	0	0
	<i>City of Fort Collins</i>					

Drilling Platform - Ranked Offers by Outcome

Budget Years: 2015 - 2016

SAFE COMMUNITY - 2016

Offer	Offer Cost Total	Offer Funding			
		GENERAL FUND Dedicated	GENERAL FUND Ongoing	OTHER FUNDS	RESERVES
3.6 ENHANCEMENT: Utilities Water Plant Special Project Management Consulting	57,906	0	0	57,906	0
				<i>City of Fort Collins Water Fund</i>	
56.16 Police Red Light & Camera Radar Program	603,122	511,090	0	0	92,032
		<i>Camera Radar</i>			<i>General Fund</i>
16.5 KFCG ENHANCEMENT: Bicycle and Pedestrian Safety Town	25,000	0	0	25,000	0
				<i>Keep Fort Collins Great Fund</i>	
Funded Offers	126,073,333	2,657,646	52,898,135	61,107,927	9,409,625
56.31 ENHANCEMENT: Police Patrol Technology Replacement	70,000	0	0	0	70,000
					<i>General Fund</i>
56.4 ENHANCEMENT: Police Property and Evidence Technician - 1.0 FTE	74,593	0	74,593	0	0
56.11 ENHANCEMENT: Police Training Unit 2015 Training Officer and Hourly Background Investigator - 1.0 FTE	166,622	0	166,622	0	0
114.2 ENHANCEMENT: Electric Systems Operator (Water Services Dispatcher) - 1.0 FTE	87,633	0	0	87,633	0
				<i>Water Fund Wastewater Fund Stormwater Fund</i>	
56.29 ENHANCEMENT: Police Services Evidence Storage Upgrade	245,000	245,000	0	0	0
		<i>General One-time Revenue</i>			
42.5 ENHANCEMENT: Civil Engineer II (Utilities Stormwater Engineer) - 1.0 FTE	106,178	0	0	106,178	0
				<i>Stormwater Fund</i>	

Drilling Platform - Ranked Offers by Outcome

Budget Years: 2015 - 2016

SAFE COMMUNITY - 2016

Offer	Offer Cost Total	Offer Funding			
		GENERAL FUND Dedicated	GENERAL FUND Ongoing	OTHER FUNDS	RESERVES
96.2 Utilities Capital Project: Process Improvements	600,000	0	0	0	600,000 <i>Water Fund</i>
56.27 ENHANCEMENT: Police Records Data Entry Clerks - 1.5 FTE	96,341	0	96,341	0	0
56.28 ENHANCEMENT: Police Training Unit 2016 Training Sergeant - 1.0 FTE	136,914	0	136,914	0	0
136.1 ENHANCEMENT: Additional Office of Emergency Management (OEM) Personnel - 2.0 FTE	158,437	0	158,437	0	0
56.9 ENHANCEMENT: Police Services Front Desk Security	83,832	0	83,832	0	0
56.25 ENHANCEMENT: Police Accreditation & Volunteer Program Coordinator - 1.0 FTE	80,296	0	80,296	0	0
Unfunded Offers	1,905,846	245,000	797,035	193,811	670,000
Total Offers	127,979,179	2,902,646	53,695,170	61,301,738	10,079,625

SAFE COMMUNITY

3.1 Utilities Water Core Services - Funded **2015 - \$14,645,870**
2016 - \$14,138,998

This offer funds all Water Fund operations core services, including the management, operations and maintenance of the City's Water Production Division (Water Treatment Facility, source of supply and watershed), Water Quality Lab, water distribution (distribution and transmission system), water field engineering and operations (engineering), water meter operators and Water Resources Division (water supply, water rights). This offer provides safe, healthy and sustainable drinking water – a life-essential service that advances the health, safety and prosperity of our community. These programs take an innovative approach to resources, customer service and sustainability to provide high quality water to the community.

The Water Treatment Facility has imposed more stringent in-house water quality limitations, raising the bar of excellence. In 2013, 7.8 billion gallons of water were treated with a 100% compliance rate, meeting all state and federal requirements for safe drinking water. The Water Quality Laboratory analytical services directly support regulatory compliance, water operations, watershed activities and response to customer complaints. The water field and engineering services maintain 537 miles of water main, more than 12,000 valves and more than 3,600 hydrants, and provides system flushing to help maintain water quality to every customer. Water Resources develops water rights and supply, ensuring that there is adequate supply to provide drinking water.

3.3 ENHANCEMENT: Utilities Water Resources Engineer - 1.0 FTE - Funded **2015 - \$103,887**
2016 - \$106,178

This offer adds a new Water Resources Engineer classified 1.0 FTE position that will enable the Utilities Water Resources Division (WRD) to meet their core mission of providing our customers with a reliable water supply, which is essential for the health and safety of our community. The City's water rights portfolio is valued at more than \$1 billion. This position will ensure that this valuable resource is adequately managed and protected.

WRD functions include:

- Planning and managing large water storage projects such as Rigden Reservoir and the enlargement of Halligan Reservoir
- Critical state water rights accounting requirements and coordination
- Increased accounting and O&M functions for the Rigden (2015) and Halligan (est. 2020) projects, once constructed
- Increased requests for water resources expertise from many other City departments and outside entities, including water conservation issues, agricultural needs, water district cooperation, in-stream flow effects, water-related legislation and initiatives, ditch company representation, and water resources outreach

Other factors increasing the need for the new FTE position include:

- The WRD currently has 3.5 FTE positions to accomplish all functions essential to providing a safe and reliable water supply (1.0 Manager and 2.5 Engineers), which has not changed for about 15 years and is not adequate to meet current demands.
- Similar water providers use more personnel to accomplish the same functions (e.g., Greeley has 6 FTEs).
- Current WRD staff regularly work over normal work hours, which will increase given the projected work load and does not provide for a healthy work/life balance. The WRD is planning to institute a work load tracking system to manage and track functions.
- A current WRD employee plans to retire in the next five years. Given the complexity of WRD issues, it takes years for new personnel to become proficient. The new position will address succession planning and knowledge transfer needs.

SAFE COMMUNITY

3.5 ENHANCEMENT: Utilities Special Project Manager Split between Water and Wastewater - 0.5 2015 - \$0
FTE - Funded 2016 - \$0

The Utilities Capital Projects division provides Project Management services for all infrastructure replacement projects and other construction management for the Water, Wastewater and Stormwater Enterprises. The division is comprised of a Chief Engineer as division manager and six Special Projects Manager (SPM) positions. Each SPM typically manages one or two major infrastructure projects at any given time. The Canal Importation Ponds & Outfall (CIPO) project on Taft Hill Road south of Prospect Road is an example of a major project. In addition, each SPM will typically work on one to four secondary projects, such as coordinating a design by a consultant or maintenance of a system model.

The established Asset Management Plan and long-term Utility sustainability planning has identified more than 150 projects to be completed in the next two budget cycles (2015-2018). This is not achievable with our current staffing levels.

This offer requests one additional Special Projects Manager to work on all types of infrastructure projects and to deliver on our commitments to Council and the public. Additional SPMs being requested to meet this work load are being requested specific to the Water Treatment Plant, the Wastewater Reclamation Facility, and for our Environmental projects due to the special skill sets needed. With this level of additional staffing, we will be able to maintain a sustainable Utility into the future.

3.6 ENHANCEMENT: Utilities Water Plant Special Project Management Consulting - Funded 2015 - \$56,666
2016 - \$57,906

The magnitude of capital and replacement projects budgeted and planned for the next two years, along with the complexity of the water treatment facility, will require additional assistance from an experienced project manager who understands engineering, construction and operations. This service will be provided by an outside consultant with experience in the necessary disciplines. The selected consulting project manager will provide the management of projects, as provided by an outside contractor, and also plant staff. It is important to continue to schedule shutdowns, and coordinate people and projects, all while the plant is operating 24/7. Such services would not take the place of capital projects manager for large multi-year and multi-million dollar projects (chlorine contact basin). Rather, the consulting project manager would provide process assistance for day-to-day operations. Process knowledge of water treatment operations, specifically the Water Treatment Facility, will be required, and is vital to coordinating projects.

16.4 KFCG: School Crossing Guard Program - Funded 2015 - \$94,350
2016 - \$94,350

This offers requests KFCG funding to 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 to the program 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 safe student crossings at major roadways located near elementary schools. These roadways have a high volume of traffic and higher speeds, resulting in the need for crossing guards. The physical presence of the crossing guards is essential for the students

SAFE COMMUNITY

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 of crossing guards.

Providing for the safety of our elementary-school students crossing these roadways is essential and supports the City’s goals as stated in:

- Bicycle and pedestrian safety as part of the City’s Safe Routes to School program
- Council-adopted Bicycle Plan, Bicycle Safety Education Plan and Pedestrian Plan

Currently there are 21 staffed crossings. Most are staffed twice a day, but 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.

PSD provides all training, uniforms, scheduling, supervision and personnel for this program. The City’s contribution to the program is an annual payment to the school district in the amount of \$94,350. Estimated costs for the program were approximately \$120,000 per year for 2013-14. This program is a cost-effective way to support a vital community safety program serving thousands of children each day.

16.5 KFCG ENHANCEMENT: Bicycle and Pedestrian Safety Town - Funded **2015 - \$30,000**
2016 - \$25,000

This offer provides partial funding to construct a public Bicycle and Pedestrian Safety Town. The construction of a Safety Town was recommended as a primary action item in the City’s 2011 Bicycle Safety Education Plan. A Safety Town is a "miniature city," complete with streets, bike lanes, sidewalks, and traffic signs and signals. Everyone will be able use the facility to practice skills and participate in classes hosted by the City and community partners. Safety Towns exist in cities across the United States and are effectively encouraging safe cycling and walking for people of all ages and abilities.

In 2014, the City will develop conceptual designs for the Safety Town and will work with community stakeholders to identify a preferred location, building on site-analysis work conducted by the City in 2011. Locations within existing parks and with high quality access to schools and the City’s bikeway network will be considered through the site-selection process.

This offer funds final design, partial construction and maintenance of a Safety Town in 2015 and 2016. Based on initial cost estimates, \$55,000 will fund design and partial construction of a Safety Town, including minimal site work, concrete paths and streets, bicycle and travel lanes, sidewalks and crosswalks, traffic signage and a mini roundabout. Funds to cover additional construction costs and site elements will be pursued as needed through available grant opportunities. The annual maintenance costs are estimated to be less than \$2,000.

Safety-related educational programming will be offered at the Safety Town through the City’s FC Bikes and Safe Routes to School Programs, serving around 2,000 students. Programming will be based on the principles of traffic safety, offering people of all ages and abilities experiential learning opportunities to practice and learn the fundamentals of safe biking and walking. The Safety Town will be open to the public when programming is not in session.

SAFE COMMUNITY

19.1 Municipal Court Services - Funded

2015 - \$692,593

2016 - \$694,731

This offer funds the Fort Collins Municipal Court, which processes infraction and misdemeanor cases arising out of the City Code and Charter. The proposed funding covers the judicial and administrative expense of handling the general and camera radar/red light caseloads as well as the Municipal Judge's duties as the local Liquor Licensing Authority. Cases are filed in the Court by Fort Collins Police Officers; Colorado State University Police Officers; Poudre Fire Authority Fire Prevention Bureau personnel; Animal Control Officers; Parking Enforcement Officers; Parks, Natural Areas and Trail Rangers; and City Code Compliance Officers. Court staff will continue to handle each case with integrity, treating each individual with courtesy and respect.

Camera Radar/Red Light (CR/RL) cases – In 2013, the Court processed and closed 16,750 CR/RL cases, a significant increase over 2012 due to increased filings. While the caseload may continue to increase modestly, the Court is not requesting an increase in staff to process these cases. Experienced staff, efficient processes and an effective computer system will allow us to continue to handle this caseload in an appropriate and timely manner.

General cases – In 2013, the Court processed and closed 16,330 cases (other than CR/RL cases), a decrease over 2012 due to decreased filings. This caseload is likely to remain steady or increase modestly through 2016. Technology and procedural enhancements, experienced staff, and some minor personnel changes made as part of a departmental reorganization in 2014 will allow us to continue to handle this caseload in an appropriate and timely manner.

Case processing includes such activities as data entry; receiving payments, letters, and motions; creating payment plans; scheduling hearings; reporting traffic violations to the state; addressing failures to appear, pay and comply; and assisting customers. Regular deposits are made to the Court's bond (trust) account and general fund.

32.1 Water Fund Payments & Transfers - Funded

2015 - \$10,634,269

2016 - \$10,633,793

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. A large portion of this offer includes payments attributed to bond principal and interest obligations of the Water Fund.

35.1 Utilities Capital Project: Water Distribution System Replacement - Funded

2015 - \$500,000

2016 - \$2,300,000

This capital project offer funds the design and construction of water line and infrastructure replacement.

SAFE COMMUNITY

The Water Utility annually completes replacement projects to maintain the water distribution system. There are more than 500 miles of water lines with more than 40 miles ranked high priority for replacement. Systematic replacement of faulty lines minimizes inconveniences to customers and mitigates the need for emergency repairs.

All potential projects have been rated for condition assessment and risk of failure impact. The Asset Management system created a prioritization of needs, which in turn will be used to identify specific projects for construction.

2015 Projects anticipated to be constructed are:

- * 100-200 Block of Second Street
- * Howes Street, Laporte to Laurel
- * 500 Block of Olive Street
- * 415 Bryan Ave. - entrance to City Park Nine golf course
- * 1700 Block of Hotchkiss

2016 Projects will be identified in an annual update of the Asset Management program.

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.

36.1 Utilities Capital Project: Meter Replacement & Rehabilitation - Funded **2015 - \$800,000**
2016 - \$800,000

This capital offer funds ongoing replacement of water metering infrastructure, both meters and communication modules, as the system ages or problems are identified.

Water meters have been required for commercial and multi-family water customers for more than 60 years and for single-family residential water customers since 1990. The Utility currently 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 metering results in revenue losses and lost customer confidence. As meters wear out, the Metering Division replaces the meter and rebuilds the old meter for future use.

Meters are a very important part of the Water Utility infrastructure. They are essentially the cash register, which ensures customers pay for what they use. Meters are also the most essential element of our water conservation program. When combined with appropriate rate structures as approved by City Council, water meters send a clear and direct conservation message that promotes sustainability of the Water Utility and encourages customers to be environmentally conscious.

Many commercial meters are in need of replacement in the next budget cycle. The following is a list of priorities:

Size	Type	Qty	\$ Each	\$ Total
------	------	-----	---------	----------

SAFE COMMUNITY

6	Compound	1	\$1,939.00	\$1,939.00
6	Turbo	1	\$970.00	\$970.00
4	Compound	1	\$1,293.00	\$1,293.00
4	Turbo	1	\$647.00	\$647.00
3	Compound	1	\$970.00	\$970.00
3	Turbo	1	\$485.00	\$485.00
2	Disc	38	\$359.00	\$13,642.00
2	Turbo	10	\$618.00	\$6,180.00
1 1/2	Disc	103	\$298.00	\$30,694.00
1 1/2	Turbo	12	\$460.00	\$5,520.00
1	Inside Disc	65	\$149.00	\$9,685.00
1	Outside Disc	104	\$147.00	\$15,288.00
3/4	Inside Disc	1902	\$91.00	\$173,082.00
3/4	Outside Disc	760	\$94.00	\$71,440.00
				\$331,835.00

Additional replacments will be focused on continuing the residential meter upgrades.

37.1 Utilities Capital Project: Water Production Replacement Program - Funded **2015 - \$1,591,205**
2016 - \$2,331,182

This offer funds the management of the City's Water Treatment Facility's (WTF) replacement program. In order to continue to provide safe, healthy and sustainable drinking water – a life-essential service that advances the health, safety and prosperity of our community - a properly operating facility is required. In 2013, 7.98 billion gallons of water were treated with a 100% compliance rate, meeting all state and federal requirements for safe drinking water. The Source of Supply replacement includes asset management on the Michigan Ditch, Joe Wright Reservoir, and the associated appurtenances required to transport the Poudre River water to the WTF. The Water Quality Lab structures and facilities are also included in this replacement budget, as it is vital to maintain the high performance of all the City's assets. As the actual facilities and equipment age, it is important to have an aggressive preventative maintenance program so as not to have down time or interruption in drinking water service - a vital component of a vibrant economic and social community.

42.1 Utilities Stormwater Services - Funded **2015 - \$3,268,290**
2016 - \$3,284,789

The City's Stormwater Utility is rated in the top one percent of stormwater programs in the United States and is funded through a combination of system development fees (the impact fee typically associated with new development) and monthly stormwater service fees. The 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 rehabilitation, and Best Management Practices (BMP) projects that mitigate flooding risks and enhance water quality.

SAFE COMMUNITY

- Floodplain administration provides assistance, support and regulatory oversight for proposed construction in the FEMA and City-designed floodplains, and promotes flood awareness through education.
- The Flood Warning System provides real-time data to assist stormwater and emergency response personnel in addressing stormwater runoff events and flooding. Emergency preparedness services improve life safety and reduce flood damage.
- Stormwater quality programs provide technical assistance and support, along with 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.
- Stormwater maintenance ensures the drainage system is functioning properly and extends the design life, serviceability and efficiency of the system through repair and rehabilitation of existing stormwater infrastructure.

Stormwater will build on the completed Stormwater Repurposing program by implementing the updated Stormwater Master Plan, providing dedicated funding to design and construct stream rehabilitation and flood mitigation and control CIP projects (both with associated BMP retrofits), and by enhancing stormwater quality through an emphasis on low impact development policies and constructed improvement.

42.4 ENHANCEMENT: Environmental Project Consultant (Utilities Special Project Coordinator/Stormwater) - Funded **2015 - \$0**
2016 - \$0

The established Asset Management Plan and long-term Utility sustainability planning has identified more than 150 projects to be completed in the next two budget cycles, 2015-2018. This is not achievable with our current staffing levels.

This service will be provided by an outside consultant with experience in the necessary disciplines to work specifically on environmental-related infrastructure projects and deliver on our commitments to Council and the public. Examples are the ongoing stream rehabilitation program, as well as supporting other sensitive projects along the Poudre River.

42.5 ENHANCEMENT: Civil Engineer II (Utilities Stormwater Engineer) - 1.0 FTE - Unfunded **2015 - \$103,887**
2016 - \$106,178

In 2013, the Stormwater Master Planning and Floodplain Administration Division (Stormwater MP/FP Admin) established and implemented two new services and functions: in-house preparation of floodplain analyses for other City Departments (Streets, Parks, Natural Areas, etc.) as a cost- and time-saving measure, and in-house river and streambank repair designs and permitting to assist the Stormwater Maintenance staff.

An additional Civil Engineer II position (1.0 FTE) is needed in Stormwater MP/FP Admin to appropriately staff an increase in services provided, to perform duties and tasks that are backlogged, and to maintain an expected level of service to our customers for the functions and programs outlined below:

Function/Program - Type

1. 2013 Flood Documentation (Photos, Reports, Mapping) - New
2. Dam Inundation Mapping, Emergency Preparedness and Outreach - New
3. Flood Warning System – Update On Call Manual, decision aids - New
4. Stormwater Webpage Redesign - Backlog
5. Flood Warning System – Field stream gaging and rating curve updates - Backlog

SAFE COMMUNITY

- 6. CLOMR/LOMR/Floodplain Analysis Preparation - Existing
- 7. Preparation and review of No-Rise Certifications (other City Depts) - Existing
- 8. Levee Operation and Maintenance Manual Updates - Existing
- 9. Basin Model Conversions - Existing
- 10. River and Streambank Repairs (Design and permitting) - Existing
- 11. River and stream rehabilitation designs and permitting - Existing
- 12. Floodplain Use Permit reviews, tracking and processing - Existing
- 13. CLOMR/LOMR/Floodplain Analysis Submittal Reviews - Existing
- 14. Public Outreach and Education - Existing

Approximately 50% of the Civil Engineer II FTE is needed to assist with the Master Planning and design functions identified in Items 2, 4, 6, 7, 8, 9, 10 and 11. Approximately 40% will be performing Floodplain Administration functions identified in Items 1, 12, 13 and 14. Approximately 10% will be performing Flood Warning and Emergency Preparedness functions identified in Items 3 and 5.

43.1 Utilities Stormwater Payments and Transfers - Funded

2015 - \$7,816,669

2016 - \$7,824,257

This offer includes payments and transfers in the Stormwater Fund including: transfer to the General Fund for administrative services, risk management, debt service, transfer to Transportation for residential street sweeping, and Stormwater's portion of shared services provided by the Utilities Customer & Administrative Services Fund (CS&A). Other smaller transfers include annual payments to the Office of Emergency Management, supplemental payment to the General Employees Retirement Plan, payment for investment services, supplemental transfers to the General Fund for the City Attorney's office and for a Poudre River Study, 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 administrative 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, and comprehensive and collision automobile liability insurance.

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 and employee relations, the executive director's office, 21st century utility, safety and security, utilities finance and budget, asset management, information technology, regulatory and government affairs, and building and grounds maintenance. The Stormwater Fund is allocated approximately 18% of the fund's expenses.

56.2 Police Information Services - Funded

2015 - \$7,237,159

2016 - \$7,393,742

This offer funds Police Services' Information Services Division, which is made up of five departments: Administration, Police Records, Property/Evidence, Fort Collins 911 Dispatch Center and Police Services Information Technology. These services are essential in the performance of criminal justice

SAFE COMMUNITY

activities that protect the citizens of Fort Collins by providing evidence maintenance and documentation, 911 dispatch, non-emergency services, record keeping, and technology and communications support.

-Administration handles all aspects of the Information Services Division. This includes personnel management, project management and administrative management of the entire division.

-Police Records handles all aspects of the records produced and managed by Police Services. This includes release of records to the public.

-Fort Collins 911 provides critical call taking and dispatching services for Police Services, Poudre Fire Authority (PFA), University of Colorado Health Ambulance, Natural Areas Rangers, Parks Rangers and Transportation Safety Officers.

-Property and Evidence safely secures items collected as evidence or recovered property to be returned to the citizen.

-Police Services Information Technology services, maintains and implements the wide variety of technology needs for Police Services.

This offer provides the majority of support services to Police Services' mission of public safety to the citizens who come to Fort Collins.

56.3 Police Regional CRISP Project - Funded

2015 - \$459,064

2016 - \$480,717

This offer provides continued funding for the shared Computer Aided Dispatch (CAD), Records Management System (RMS), Corrections Management System (CMS), and Mobile Data System (provides laptop connectivity from officers' vehicles).

As a member agency of the Colorado Regional Information Sharing Project (CRISP), Fort Collins Police Services (FCPS) has partnered with other public safety agencies to share one computerized public safety system. This system enables Larimer County member 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 provide high quality law enforcement services to citizens. The continued funding of this technology offer enables FCPS to perform more efficiently and effectively than ever before.

Several public safety agencies within Larimer County collaborated in 2004 to share a CAD/RMS/CMS/Mobile Data System. All of these functions operate on Windows servers interconnected via a dedicated fiber-optic network among agencies with a microwave back-up link to provide a highly reliable, high availability system that is required for emergency response needs. This is a critical system ensuring the public's safety.

The agencies involved in this partnership are FCPS, Larimer County Sheriff's Office, Colorado State University Police Department, Estes Park Police Department, Timnath Police Department, Poudre Fire Authority, and University of Colorado Health Ambulance Services.

CRISP agencies, as a whole, have been able to improve service to the citizens of Larimer County in their respective jurisdictions by means of more timely and accurate shared information. The participating agencies continue to build alliances that enhance interoperability, and the shared benefits to the end

SAFE COMMUNITY

users are becoming more and more obvious as time goes on. Any funding received by partners, when it arrives, will be reinvested in CAD.

56.4 ENHANCEMENT: Police Property and Evidence Technician - 1.0 FTE - Unfunded **2015 - \$55,981**
2016 - \$74,593

This offer funds an additional 1.0 FTE for the Property and Evidence Unit at Police Services. The Property and Evidence Technician is responsible for the intake, return and destruction of all items collected by Police Services. This also includes the transfer of items for processing at the Regional Lab, the Colorado Bureau of Investigation, and to the courts for trial. This position has direct impact on customer service to the citizens in the processing and return of property or evidence that is no longer needed. This position is highly technical in nature.

A recent workload study shows a steady increase in the number of items processed by this unit. The Property and Evidence Unit is currently responsible for more than 62,000 items of evidence and that number increases annually. In 2013 they took in 21,000 items for evidence or safekeeping and were able to dispose of 11,000 items. The workload analysis pointed out that the current workload shows a need for a personnel increase of 2.5 FTEs. This offer proposes an increase of only 1.0 FTE.

56.6 Police Criminal Investigation Division Programs and Services - Funded **2015 - \$6,356,311**
2016 - \$6,490,998

This offer funds Fort Collins Police Services' (FCPS) Criminal Investigations Division (CID), composed of eight subunits: CID Administration, the Northern Colorado Drug Task Force, Criminal Impact, Property Crimes, Victim Services, Financial Crimes, Crimes Against Persons, and Forensic Services. The CID investigates felony crimes with meticulous efficiency, accuracy, timeliness and respect for all persons. Subunits each concentrate on a specific crime category. The services provided by the CID are essential to provide for a safe community. The CID relies on one other program to provide quality service to Fort Collins citizens. The Crime Scene Investigator (CSI) program is a collateral assignment where CSI's receive special training and equipment to proficiently process crime scenes. This program funds basic crime scene supplies for CSIs. Twelve KFCG positions reside within the CID: one sergeant, seven detectives and four civilian investigative aides. \$1,446,177 in 2015 and \$1,476,313 in 2016 is provided by KFCG.

CID Investigates most Part I Felony Crimes:

- * Homicide
- * Rape
- * Robbery
- * Aggravated Assault
- * Burglary
- * Larceny/Theft
- * Motor Vehicle Theft
- * Arson

Financial Crimes - Fraud, including:

- * Property & Services
- * Deceptive Sales & Business Practices

SAFE COMMUNITY

- * Financial Transaction Device Crimes
- * Skimming
- * Identity Theft
- * Forgery, Simulation and Impersonation

Crimes Impacting the Community:

- * Gang crimes
- * Repeat Offenders and Fugitives
- * Registered sex offenders
- * Prescription Fraud

Crimes Relating to:

- * Second-hand dealers
- * Loss of construction materials
- * Crimes relating to personal and business computing devices

CID Provides For:

- * Services to victims of crime
- * Comprehensive crime scene investigation

CID partners with the Northern Colorado Regional Lab (NCRL) by contributing 2.5 FTEs to their operation, and financially supports The Child Advocacy Center, a non-profit organization whose forensic interviewers conduct child interviews in cases of crimes against children.

56.7 Police Criminal Investigations Fleet Fuel, Lease Purchase and Maintenance - Funded **2015 - \$318,566**
2016 - \$316,828

This offer covers fleet fuel and maintenance costs for vehicles assigned to Fort Collins Police Services' (FCPS) Criminal Investigations Division (CID) to include KFCG and vehicles operated by FCPS officers and civilians of the Northern Colorado Drug Task Force (NCDTF). These vehicles are managed by the CID Lieutenant.

The CID investigates felony crimes with meticulous efficiency, accuracy, timeliness and respect for all persons. It is subdivided into six crime-specific subordinate units. The services provided to the community by the Criminal Investigations Division are unique and necessary in order to provide for a safe and secure community environment. FCPS has operated under a One-to-One Car Plan model for nearly 40 years, which assigns cars to every police officer in the agency. When vehicles are assigned to each officer, response times by each officer to all incidents are greatly decreased. The existing vehicle plan allows detectives to respond to criminal incidents, major crime scenes and emergency situations in a timely fashion, and have the equipment needed to perform their assignments with them upon arrival as opposed to responding to the police department in an attempt to retrieve a vehicle in which to place necessary equipment. The flexibility to respond directly to an incident allows CID to provide higher levels of service to citizens in a more timely fashion with the right equipment.

SAFE COMMUNITY

CID also provides continuous coverage in the form of assigned on-call detectives. On-call detectives respond at once to calls for their assistance. The one-to-one car program enables detectives to respond quickly and have the equipment necessary to do their job immediately available. If an on-call detective requires assistance, as they frequently do, they can swiftly get help from other detectives who are also able to respond directly to the location where their services are required. On-Call Detectives are deployed very frequently and with regularity.

56.8 Police Portion of Regional Crime Lab Operating Costs - Funded **2015 - \$0**
2016 - \$75,000

This offer funds Fort Collins Police Services' (FCPS) portion of the operations and maintenance (O&M) costs for the Northern Colorado Regional Forensics Laboratory (NCRFL) for calendar year 2016. As per City Council Resolution 2012-045, dated June 5, 2012, an Intergovernmental Agreement was entered into by FCPS on behalf of the City of Fort Collins with four other law enforcement agencies in Northern Colorado (Greeley and Loveland police departments, Weld and Larimer County sheriff's offices) in conjunction with the 8th and 19th Judicial District Attorney's Offices to build, fund and operate a regional forensics laboratory. Each agency party to the agreement, minus the DA's Offices, agreed to pay equal shares of the cost for annual maintenance and operation of the NCRFL.

The NCRFL became operational in September 2013. The O&M costs of the NCRFL have been and will continue to be paid by federal grant monies until the end of calendar year 2015. FCPS's share of the O&M costs for the NCRFL come due beginning calendar year 2016. As per City Council Resolution 2012-045, Exhibit A, the FCPS portion of O&M costs for the NCRFL for calendar year 2016 is estimated at \$75,000. This amount includes actual maintenance, utilities and insurance costs and an agreed upon Long-Term Maintenance Fund cost of \$20,000 annually.

56.9 ENHANCEMENT: Police Services Front Desk Security - Unfunded **2015 - \$81,390**
2016 - \$83,832

This offer funds the Front Desk Security located at Police Services. This area provides both security and customer service in the lobby area of the Police Services building. This offer would fund the contract for coverage of our front desk for the hours that the lobby is open to the general public.

Front Desk Security Offers:

- Screening of visitors to the Police Services Building
- Customer Service representative assisting in all types of police-related questions
- Assisting in the acceptance of prescription drugs for the daily drug take back program
- Monitors surveillance cameras in and around the building

This contract has been in place and unfunded for several years. This offer will allow for the continuance of this contract and continue to provide valuable security for citizens and police employees as well as offer excellent customer service to the visitors to the Police Services building.

SAFE COMMUNITY

56.10 Police Office of the Chief & Administration - Funded **2015 - \$2,456,091**
2016 - \$2,500,373

This offer funds the Office of the Chief/Police Services Administration Division. This division is comprised of the Chief of Police, Deputy Chief, Project and Public Information Manager, Administrative Assistants, Training Unit, Professional Standards Unit, Police Finance and Administrative Crime Analyst.

Police Administration:

-The Office of the Chief includes the positions of Chief of Police, Deputy Chief of Administration, Projects and Public Information Manager, an Executive Administrative Assistant, and an Administrative Assistant. The Chief of Police is the Chief Executive Officer of the Police Service Area. The Deputy Chief oversees the Administration Division. The Project and Public Information Manager is the department representative to the media, and also plans and coordinates various special projects.

-The Training Unit is responsible for all department personnel training and hiring for Police Services. The unit consists of one sergeant, three officers, an administrative assistant, a part-time hourly Rangemaster, a half-time hourly employee for training document processing, and a three-quarter time hourly employee to assist with pre-employment background investigations.

-The Professional Standards Unit investigates allegations of misconduct by Police Services employees. The unit is responsible for promotional processes and policy management. The unit consists of the Professional Standards Lieutenant, who is responsible for day-to-day management of the division, and an Internal Affairs sergeant. Finance personnel are responsible for budget development, accounts payable, revenue tracking, grant management and reporting, and financial planning for the agency and the Northern Colorado Drug Task Force. This consists of one financial analyst and one financial technician.

-A strategic Crime Analyst provides and analyzes data for agency members, City officials, citizens, and other agencies determining long-term needs and trends.

56.11 ENHANCEMENT: Police Training Unit 2015 Training Officer and Hourly Background Investigator - 1.0 FTE - Unfunded **2015 - \$148,369**
2016 - \$166,622

This offer funds additional positions in the Police Training Unit, which is responsible for all agency hiring and the training of sworn personnel. In 2004, the Training Unit added two officers for a total of one sergeant and three officers. This number of sworn positions in the unit has remained static through 2013. Due to heavy demand, an hourly 0.5 FTE Aide was added in 2009 to assist the team using vacancy savings. In 2012, a full-time Administrative Assistant was added to assist with the heavy administrative work load. In 2013, due to excessive demand, a 0.75 FTE Civilian Background Investigator was added from vacancy savings.

Since 2010, the number of pre-employment backgrounds has grown from 42 to 101 investigations. Each "simple" background investigation takes 40 hours each. In the past four years, the work time to complete these background investigations has gone from 560 hours in 2010 to 1200 hours in 2013 per investigator. The 0.75 FTE hourly Civilian Background Investigator has helped relieve a portion of the workload demand. In addition, other service areas have requested background investigations from the Training Unit for limited commission officers. These backgrounds are for Park Rangers, Natural Area Rangers, MAX Transportation Security Officers, the Court Security Officer, and associated attrition openings. Because these individuals with limited

SAFE COMMUNITY

commissions have access to law enforcement data and records, the requirement for a thorough background check is necessary.

The offer addresses an immediate need to add a Training Officer in 2015 along with the complete funding and upgrade of the 0.75 FTE hourly civilian background investigator. This would immediately impact the demands of background investigations and overall hiring.

By funding this enhancement offer, the Training Unit will be equipped and able to sustain the demand on hiring for Fort Collins Police Services and assist in hiring for other City Service Areas in a timelier fashion.

56.15 Police Patrol Services - Funded **2015 - \$13,108,189**
2016 - \$13,603,759

This offer provides ongoing funding for the Police Services Patrol Division shifts. The offer funds all of the necessary elements for the response to calls for service, proactive enforcement, and quality-of-life-enhancing activities for the community. This offer includes funding for one deputy chief, six lieutenants, 11 sergeants, 86 police officers, eight community service officers, two administrative assistants and one ¼-time supply technician. The Patrol Division also includes the Traffic Unit, the Downtown District One Team, the School Resource Officers and the Neighborhood Enforcement Team. These special teams are included in the Patrol Specialized Units offer.

The Patrol Division provides 24/7/365 public safety for this community. The funding in this offer staffs 10 shifts of police officers and community service officers that respond to all types of incidents from minor municipal violations and service requests to disturbances, traffic collisions and serious felony crimes. In 2013 the Patrol Division responded to 59,348 calls for service and made 27,959 traffic stops.

The Law Enforcement Personnel Allocation Model is used to determine the number of officers and community service officers necessary to respond to calls for service. In March 2014 an in-depth study was conducted to evaluate the number of officers needed to fulfill the community's expected level of police service. The amount of time devoted to reactive police activities (those called in by citizens) is recommended to be 30 minutes in the average hour. This allows officers time to conduct proactive activities such as traffic enforcement, patrolling neighborhoods, walking or biking areas, and focusing on crime trends in their assigned areas. At this time the data show that the Patrol Division is appropriately staffed at a level of about 27 minutes of reactive time per hour. We will need to pay close attention to this in the coming years to maintain this level of service as the community grows.

56.16 Police Red Light & Camera Radar Program - Funded **2015 - \$639,316**
2016 - \$603,122

This offer maintains funding for the Fort Collins Police Services (FCPS) Traffic Unit Camera Radar/Red Light enforcement system consisting of two Camera Radar speed vans and two Camera Red Light systems, and helps address citizens safety concerns through an effective use of technology.

Due to limited resources in staffing, Camera Radar technology serves to effectively extend traffic enforcement in the community. The Camera Radar program is self-funded and provides the revenue necessary to maintain operations. 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 thousands of dollars from the General Fund, furthering traffic safety without the inherent trade-offs of using General Fund dollars.

SAFE COMMUNITY

The civilian camera radar operators work daytime and evening hours. They are dedicated solely to the operation of the camera radar vans for speed enforcement. Camera Red Light systems are self-sufficient and require no personnel from the department for their operation. This offer maintains the same basic services that are currently provided.

This program also funds the net replacement cost of Traffic Unit motorcycles and other capital traffic safety equipment, such as maintenance costs of the automated ticket writer system used by patrol officers to issue citations. As police motorcycles are taken out of service, they are sold at a competitive auction and proceeds are used to offset the cost of new units. Four units are due to be replaced in 2015.

56.17 Police Patrol Specialized Units - Funded

2015 - \$4,749,587

2016 - \$4,891,241

This offer provides funding to maintain the existing specialized units within the patrol division that exist for not only patrol coverage, but also to impact specific enforcement priorities. This offer includes the 1.0 FTE SWAT sergeant, as well as four sergeants and 32 officers within the following units:

District 1 (D1): D1 is dedicated to policing issues related to the Old Town area. Much of the focus is on the entertainment venues, nighttime bar issues, liquor enforcement and special events. The team is a critical component of the Patrol Division and partners with other City and community agencies to maximize and protect the vibrancy of Old Town. D1 also works extensively with the Downtown Business Association and Downtown Development Authority for planning and CPTED reviews.

Neighborhood Enforcement Team (NET): NET addresses crime-related issues driven by citizen concerns, crime data and agency referrals. The goal is to create long-term solutions using resources including enforcement, other City partners, and community agencies with complementary missions. The model takes a balanced approach between enforcement and outreach/education.

School Resource Officer (SRO): The SRO Program is a partnership with Poudre School District (PSD) to place officers in schools. The primary mission is the safety of the students and staff, but officers also deal with all enforcement issues, as well as welfare and family issues. Currently PSD and the City split the cost of this program.

Traffic Enforcement Unit: The Traffic Unit is tasked with dedicated enforcement of traffic laws and increasing traffic safety for all modes of travel. This team of six officers issues more than half of the traffic citations within the City annually, with the remaining 193 sworn officers accounting for the other half.

This offer includes KFCG funding in the amount of \$1,587,095 in 2015 and \$1,622,572 in 2016.

56.18 Police Patrol Juvenile Transport Contract - Funded

2015 - \$53,736

2016 - \$55,740

This offer provides funding to maintain the existing contract with the Larimer County HUB for screening and housing of juvenile offenders. It also provides funding to pay Larimer County Community Corrections to transport juvenile offenders to and from Platte Valley Youth Services Center in Greeley to appear in Fort Collins for court.

SAFE COMMUNITY

The purpose of the HUB is to provide coordinated multi-agency programs that contribute to the safety of youth, families and the community through rapid, thorough assessment; early intervention; and improved access to appropriate services. Services include detention screening, comprehensive family and child assessment for at-risk youth, and early intervention and referral to appropriate community services.

Per an Intergovernmental Agreement renewed by City Council in 2013 for a five-year period, the City of Fort Collins pays Larimer County Human Services for a portion of the HUB's operational expenses based on the prior year referral percentage. Larimer County Community Corrections applies actual juvenile transport charges to and from Platte Valley Youth Services Center in Greeley.

The parties to this Intergovernmental Agreement have historically agreed that the HUB is the appropriate entity to screen and coordinate the appropriate intervention to at-risk youth within Larimer County. The parties recognize the efficiency of a centralized facility, and the consistency and value this provides in terms of service delivery. This agreement reflects the parties' desire to cooperate and contract with one another to fund the operations and maintenance of the HUB, and transport at-risk juveniles and juveniles in the custody of law enforcement to an appropriate facility after screening, if warranted.

56.19 Police Patrol North Range Detox Contract - Funded

2015 - \$100,709

2016 - \$103,528

This offer provides funding to maintain the existing contracts with North Range Behavioral Health for transport and treatment of citizens requiring alcohol detoxification. North Range Behavioral Health (NRBH) is an independent service provider that provides inpatient substance abuse detoxification care, pursuant to state statute, for individuals referred to NRBH by Fort Collins Police Services and from the community. NRBH provides transportation for all accepted patients, and housing and counseling for those patients who are admitted to the program.

56.20 Police Patrol Fleet Fuel and Maintenance - Funded

2015 - \$1,421,893

2016 - \$1,439,885

This offer covers all of the fleet operational and maintenance costs for vehicles assigned to the Patrol Division.

The Patrol Division has 196 vehicles and related equipment in its fleet. This offer supports all of the operation and maintenance expenses for all marked and unmarked patrol vehicles. Additionally, this offer supports O&M on police motorcycles, vehicles allocated to volunteer and civilian staff pool usage, specialized support vehicles and trailers used for riot response, scene command, SWAT team response, Bomb Squad response, collision investigation, and nine pool cars officers can use while their patrol car is being serviced or otherwise unavailable.

Fort Collins Police Services (FCPS) has utilized the One-to-One Car Plan for more than 35 years, which assigns a car to every police officer in the agency. By assigning vehicles to sworn officers, the agency is able to 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 and criminal acts, and increases police visibility throughout the community lending to a greater police presence than could be achieved with only on-duty vehicles. 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 respond from home to the scene fully equipped.

SAFE COMMUNITY

Officers are required to carry all equipment necessary for the following:

- Traffic direction
- Accident investigation
- Mobile field force/riot response
- Basic crime scene evidence processing
- Traffic enforcement tools (radar)

If officers have a collateral assignment that requires additional equipment, they must carry that in addition to what was previously listed. These teams include:

- Crime Scene Investigators
- SWAT
- K-9
- Hazardous Devices Team
- Emergency Preparedness Team
- Bicycle Unit

56.21 ENHANCEMENT: Police Services Daytime Specialized Enforcement Resources - 2.0 FTE -	2015 - \$181,650
Funded	2016 - \$221,606

This offer is part of a packaged proposal for daytime specialized enforcement in the Downtown area. This offer funds two police officers to complement the enforcement needs of the Downtown area during the day. These positions will play a critical teamwork role with the Natural Areas Rangers, Park Rangers and the Transit Service Officers who are working on similar issues. They will be a key link in the communication among care providers, mental health workers and enforcement officers.

Police Services has dedicated officers for the Old Town area, known as District One (D1). D1 staffing has been moved back and forth from daytime to nighttime over the years as issues emerge. The majority of that team is now dedicated to the nighttime bar issues, and enforcement strategies have resulted in a 20% drop in disturbances at night. We are reluctant to again move officers from the D1 night shift and lose the progress we have made there.

Predictably, daytime issues have increased; transients and loiterers have become problematic. Businesses began feeling the impact of these populations and public areas started losing their appeal to families and visitors. Aggressive panhandling and disturbances related to substance abuse and mental health issues are common. Parks and natural areas became havens for group loitering and illegal camping. Natural Area Rangers and Park Rangers are now spending significant dedicated time to deal with these issues and rely on police for assistance. Associated issues have spread to other parts of the City, including private property and the Mason corridor.

The City's Office of Sustainability is working on a comprehensive approach to these types of issues, striking a balance between providing outreach services and compassionate enforcement to maintain the quality of life that Fort Collins enjoys. A consistent approach to enforcement requires dedicated resources to target issues for long-term solutions.

SAFE COMMUNITY

56.22 ENHANCEMENT: Police Liquor and Marijuana Regulation Unit Staffing - 2.0 FTE - Funded **2015 - \$147,531**
2016 - \$213,408

This offer funds the enforcement of legal, regulated liquor and marijuana sales in the City. These industries must have civil and criminal oversight at the municipal level. Council has mandated that there should be strong regulation and enforcement of these industries, specifically to curtail illegal activities and to minimize underage access and use. Resources for such enforcement will be significant and currently are not funded by any City department. The duties are heavy both in on-site enforcement and administrative activities. A team of enforcement officers is needed to work liquor and marijuana, using similar enforcement models. Each area needs Subject Matter Experts, but officers should be able to work either focus. Currently a District One (D1) officer handles liquor enforcement as an ancillary duty (20 hours per week). His main duty is to work as a dedicated D1 officer at night for regular staffing. This only allows the officer to focus on liquor establishments located in the Old Town area.

The City is preparing to license retail marijuana outlets. Unlike liquor, marijuana is not easily tracked from point of production to point of sale. Currently, Police Services is dedicating one full-time detective, with team support, to the licensing, monitoring and investigating of medical dispensaries. Violations are currently resulting in significant criminal investigations. Retail operations will need very close scrutiny. They also deserve to know what the rules are. State resources are very limited and federal resources will not participate unless a significant criminal threshold is crossed. This is a City responsibility. Dedicated enforcement ensures consistent compliance and minimizes the need for criminal investigations. This is state- and City Council-mandated regulation.

56.24 ENHANCEMENT: Police Special Weapons and Tactics (SWAT) Vehicle - Unfunded **2015 - \$63,485**
2016 - \$0

SWAT currently uses two dedicated vehicles to deploy operators, equipment and supplies to crisis locations, as well as to tow multiple trailers for operations and training. These trailers house the majority of all potentially needed equipment that may be necessary to deploy to a scene.

This enhancement covers replacement costs for a vehicle that has reached its useful service life (1994 Step Van). This van was purchased in 1994 to act as a SWAT equipment transport, command post and deployment vehicle. The amount of equipment carried over the course of 20 years has increased and changed with the mission and capabilities of the team, thus the step van is no longer useful for the operational mission. The step van was never designed as a tow vehicle and does not have the capabilities or performance to tow an equipment trailer in all of the areas to which SWAT deploys. To deploy operators using this van, officers have to stand up during transport, thus dramatically increasing the possibility of injury in case of any type of collision. In addition, once the vehicle arrives at a location, the trailer has to be disconnected and "dropped" to allow mobility of the step van during the incident. Crisis scenes are fluid events and this arrangement does not lend itself to efficiency, safety or reliability.

SWAT has identified a suitable replacement. The base vehicle is a 2015 Ford F350 pickup, mated with a customized secure storage box manufactured by "Extendo Bed Company" that will be mounted to the rear frame. This will include a camper cover, which hides the storage box, as well as emergency lighting for the entire rig. This configuration will not only replace the existing 1994 Step Van, but allow a portion of the equipment that is currently stored and deployed out of a towable trailer to be stored within the truck. This will enhance the operational response time, speed of deployment and effectiveness during critical, high-risk calls. Estimated 2015 cost: \$63,485.

SAFE COMMUNITY

56.25 ENHANCEMENT: Police Accreditation & Volunteer Program Coordinator - 1.0 FTE - **2015 - \$59,739**
Unfunded **2016 - \$80,296**

This is an enhancement offer is to add a 1.0 FTE Accreditation and Volunteer Manager as a regular employee or on a contractual basis. This person will implement the process to seek national accreditation through the Commission on Accreditation for Law Enforcement Agencies (CALEA). They will also manage and coordinate a volunteer program for the agency.

Police Administration is working to achieve accreditation from the Colorado Association of Chiefs of Police (CACF). It is anticipated that Police Services will have received accreditation status in late June or early July 2014. The next step is to seek national accreditation through CALEA.

CALEA Accreditation is designed to improve the delivery of public safety services, primarily by maintaining a body of standards developed by public safety practitioner, covering a wide range of up-to-date public safety initiatives, and to recognize professional excellence. The proposed manager will maintain department policies in accordance with CALEA standards and ensure CALEA compliance. They will keep abreast of accreditation process and evaluate the impact on policy changes on the agency. This program ensures that Police Services is meeting or exceeding national police policy standards.

In addition to being the Accreditation Manager, this person will also serve as the department's Volunteer Manager. This would enable Police Services to capitalize on the use of volunteers and interns increasing efficiencies, providing better service, and enhancing community relations and citizen engagement. Volunteers add value to existing operations, enhancing community member appreciation and understanding of the agency.

The agency has approximately 40 active volunteers assisting in the various divisions within the agency. The capacity to engage citizen participants from the Citizen's Police Academy program remains untapped due to capacity issues. This person would increase the cadre of volunteers making an impact for the agency and community.

56.26 ENHANCEMENT: 911 Center Replacement Furniture Consoles - Unfunded **2015 - \$300,000**
2016 - \$0

This offer funds 16 new dispatch furniture consoles for the 911 Emergency Dispatch Center. The 911 Center receives incoming 911, non-emergency and administrative telephone calls for the City of Fort Collins Police, Poudre Fire Authority (PFA) and University of Colorado Health (UCH).

-Dispatchers are responsible for triaging incoming calls for service and providing emergency medical dispatch instructions as necessary. Calls for service are dispatched to first responders (police, fire and medical).

-The consoles are aging with some more than 15 years old. We are unable to find comparable parts and some console desktops are unable to raise or lower as needed. Components are failing and often the mechanisms are not working because cables are being inadvertently pulled out of worn plugs.

-Cable management is limited. At each console there are more than 50 cables, depending on the equipment and application. These cables do not fit into the original tracking system and therefore they are sticking out from underneath and behind the furniture consoles. This causes troubleshooting concerns for vendors and safety concerns for employees.

SAFE COMMUNITY

-The consoles have limitations to the number of computers and monitors that can be placed at each console. Changes in technology and expanding responsibilities dictate the need for additional equipment and applications. Currently there are three computers for the following applications: Computer Aided Dispatch, Radio system and our 911 telephone system. There are between five and six monitors at each console to utilize the applications.

Currently, there is no partner share between PFA and UCH (Ambulance/EMS) for this offer. UCH does pay into the operating costs of the dispatch center and that is factored annually. That funding is currently part of the ongoing funding offer for the operation of the dispatch center.

Currently, PFA does not contribute any ongoing funding into the operation of the dispatch center.

56.27 ENHANCEMENT: Police Records Data Entry Clerks - 1.5 FTE - Unfunded **2015 - \$79,584**
2016 - \$96,341

This offer proposes adding 1.5 FTE to the Police Services Records Unit. These positions would be used to augment the current staffing to meet the increasing need for police records resources. The drastic increase in police officers has led to an equally drastic increase in the amount of work placed on the Police Records Unit. Much of that work is the increase in police records that need to be entered into the Records Management System. This offer will add 1.5 clerks who will concentrate on data entry, allowing the Police Records Specialists more time to provide increased customer service to the citizens.

This offer will allow for the Police Records Unit to focus on the entry of police-related records. The current average for backlog in this area is 100 to 150 police reports. This is a delay in three to four days in completing the police reporting process. That delay has a direct impact on service to both internal customers and the citizens. Currently the backlog is reduced through the expenditure of overtime funds. The Data Entry Clerk will eliminate this backlog. This is a direct benefit to the citizens and Police Services who are in need of these reports.

A recent workload analysis completed for the Police Records Unit showed that with the current work required by this group they are in need of 5.5 FTEs. The addition of these 1.5 FTEs would assist in meeting this immediate need.

56.28 ENHANCEMENT: Police Training Unit 2016 Training Sergeant - 1.0 FTE - Unfunded **2015 - \$0**
2016 - \$136,914

This offer funds an additional position, a Training Sergeant, for implementation in 2016.

Since 2004, the Training Unit has been comprised of a sergeant and three officers. As outlined in the enhancement offer (56.11) for 2015, one consequence of the additional demand placed on the unit for hiring is the reduced ability to train. This results in greater dependence on Patrol/Criminal Investigations Division (CID) officers to train as a collateral assignment.

This enhancement offer is the first step in dividing the two functions of hiring and training into separate but collaborative work groups. In order to provide a Training Unit that meets the immediate and mid-term needs of the agency, the additional sergeant is necessary. This addition is important for several major reasons.

Currently work is under way to enter into a joint partnership with the City of Loveland to build a Regional Training Facility. This project will be presented to

SAFE COMMUNITY

City Council in mid-to-late summer 2014 for approval and funding. If approved, the additional sergeant is needed to be the City's liaison to the Facility Manager, and is mandated through the Intergovernmental Agreement (IGA). This position would need to be filled in mid-2016 in order to prepare for the opening of the facility.

The additional sergeant would allow for the development of a state-certified Peace Officer Standards and Training (P.O.S.T.) academy to train newly-hired officers. Two of the current Training Unit officers would be assigned to this sergeant in order to provide the necessary Lead Instructors for in-service, mini-academy, and P.O.S.T. academy training. Additionally, this position will also assume management of the department's firearm program. This program is currently staffed by a collateral duty detective sergeant. Relieving the collateral duty assignment would allow that sergeant to reduce overtime consumption and place more focus on their primary job assignment.

56.29 ENHANCEMENT: Police Services Evidence Storage Upgrade - Unfunded

2015 - \$0

2016 - \$245,000

This offer funds an upgrade to the storage capacity of Police Services Evidence. Police Services is required to collect and securely store items of evidence and property related to criminal prosecution of offenses. Currently the Property and Evidence Unit stores about 62,000 pieces of evidence or property. This exceeds our current storage capacity. This offer would fund the installation of "High Density" storage capabilities and will greatly increase the longevity of the current space. It is anticipated that this effort will increase the capacity to meet needs for the next 5-7 years.

High Density Storage has the following characteristics:

- Utilizes available floor space and is mobile
- Mobility allows for aisles to be smaller and allow more storage space
- High density storage is well organized and very space efficient
- Storage is multi-functional; allows for different size of storage and diverse packaging needs
- Customized to take full advantage of available space

Many items require different levels of protection from external elements. Examples include:

- All items must be free from dirt, mold and other forms of environmental elements
- Narcotic storage must monitor and control humidity levels to prevent mold and other chemical break down
- Narcotics also should be stored in a negative pressure conditions with 10 to 12 CPH (changes of air per hour)
- Many large cases involve evidence with biological substances on them (blood, semen, etc.) that must be preserved and protected from the elements to preserve the testable nature of the evidence
- The standard for much of this evidence is to be stored at temperatures between 60 and 70 degrees and humidity not to exceed 60 percent
- Holding DNA evidence requires even stricter storage requirements, including keeping in a cold and/or frozen environment
- Much of this evidence is required to remain viable for 50 to 60 years

SAFE COMMUNITY

56.31 ENHANCEMENT: Police Patrol Technology Replacement - Unfunded **2015 - \$70,000**
2016 - \$70,000

This offer was created to shift ongoing money to one-time status to ease the City's ongoing request shortage during BFO. It is critical that in future years this offer continue to be funded, or the Patrol Division may not have the funding to keep up with changing technology requirements.

The current projects that are being reviewed by the Information Services Steering Committee, led by the IT Director of Applications Services and Division Commander of Information Services for 2015-2016 are:

- Identix, the unit that takes digital fingerprints and transmits their images to the Colorado Bureau of Investigation is at end of life and can no longer be supported by a maintenance agreement.
- Printers for the electronic ticket writers will be at the end of their life expectancy
- Arbitrator, the in-car video technology system that is used by all vehicles in the traffic unit.
- iPhone replacement

The above projects are estimated to cost approximately \$220,000. Police Information Services, Technical Services business unit funding will be used to supplement the cost of these projects as this \$70,000 is far short of what it costs to replace technology in the Patrol Division on an ongoing basis.

56.32 ENHANCEMENT: Police Funding for Training Facility Design Development - Unfunded **2015 - \$1,000,000**
2016 - \$0

This is an enhancement offer to provide funding for the design and development phase of the proposed Regional Training Facility. As of June 2014, Police Services has paid approximately \$45,000 in preliminary and conceptual design work as the Cities of Loveland and Fort Collins are working in partnership to build a training facility for both cities' use. Another aspect of this project is to provide regional training outreach to law enforcement throughout Northern Colorado.

As this joint venture continues momentum, the next phase of the project is the design and development of construction drawings. This is expected to begin sometime in 2015. The overall cost for this phase is estimated to be approximately \$2 million. Because this is a 50/50 joint partnership, the amount the City of Fort Collins is responsible for is expected to be approximately \$1 million.

This is an essential phase if this project is to continue to move forward. The anticipated project deadline for completion of this facility is in mid-to-late 2017.

56.33 KFCG ENHANCEMENT: Police Services Daytime Specialized Enforcement Supervisor - 1.0 FTE - Funded **2015 - \$124,123**
2016 - \$152,124

This offer is part of a packaged proposal for daytime specialized enforcement in the Downtown area. This offer funds a 1.0 FTE sergeant to supervise the daytime specialized enforcement officers (Offer 56.21) and the liquor and marijuana regulatory unit (Offer 56.22). By supervising both teams, it uses the sergeant effectively and provides the ability to address overlapping issues. A dedicated supervisor is necessary to accomplish the objectives in Offers

SAFE COMMUNITY

56.21 and 56.22. Both teams will need involved and supportive oversight and effective coordination. This sergeant will also play a critical liaison role among the Downtown police officers, the Natural Areas Rangers, Park Rangers and the Transit Service Officers who are working on similar issues. The sergeant will also be a key person in the communication among care providers, mental health workers and enforcement officers.

Police Services has dedicated officers for the Old Town area, known as District One (D1). These officers have been moved back and forth from daytime to nighttime over the past several years as issues emerge. The majority of that team is now dedicated to the nighttime bar issues, and enforcement strategies have resulted in a 20% drop in disturbances at night. We are reluctant to move officers from the D1 night shift and lose the progress we have made there.

Predictably, daytime issues have increased; transients and loiterers have become problematic. Businesses began feeling the impact of these populations and public areas started losing their appeal to families and visitors. Aggressive panhandling and disturbances related to substance abuse and mental health issues are common. Parks and natural areas became havens for group loitering and illegal camping. Natural Area Rangers and Park Rangers are now spending significant time to deal with these issues and rely on police for assistance. Associated issues have spread to other parts of the City, including private property and the Mason corridor.

71.1 Utilities Capital Project: Stormwater Drainage System Improvements - Funded **2015 - \$360,000**
2016 - \$370,000

This project funds the design and construction of drainage system replacement projects and the restoration/enhancement of habitat along stream corridors and in drainage facilities.

The drainage system dates back to the early 1900s and portions of the drainage system are approaching the end of their useful life. Deteriorating drainage facilities can cause structural failure and flooding. Replacing these facilities brings them up to current standards, lowers long-term maintenance needs, and protects habitat as well as public and private property.

Project selection is done in partnership with the Transportation Department so that projects can be closely coordinated with the Pavement Management Program. Once a street is selected for paving, the Utility performs internal television inspection to assess the condition of the main. This information, along with records on customer complaints and maintenance activities, are used to select which stormwater facilities are funded by this project. Collaboration with the Pavement Management Program ensures the Utility will not have to dig up a newly paved street and lowers the cost by sharing pavement replacement expenses.

In addition to conventional replacement construction, the Utility uses several innovative "trenchless" rehabilitation processes. These processes allow a stormwater line to be "replaced" with a lining technology that uses existing manholes, requiring little or no excavation. This reduces costs and minimizes disruption to our customers. The Utility also looks for projects that can be completed in partnership with private developers. This can be very advantageous in redevelopment situations, because the developer and the Utility can share in the costs.

SAFE COMMUNITY

71.2 Utilities Capital Project: Stormwater NECCO Improvements - Funded **2015 - \$2,500,000**
2016 - \$2,500,000

This offer funds the next phases of the North East College Corridor Outfall (NECCO) project. The NECCO plan provides a regional solution to stormwater drainage needs that is superior to the disconnected on-site stormwater management facilities that would have occurred in its absence. The NECCO project was master planned and the North College Drainage Improvement Design report was completed by Ayres Associates in February 2006. Many of the existing parcels were developed in Larimer County prior to annexation into the City. The lack of an adequate overall stormwater management plan and system has been a major obstacle to development in this part of the City.

The use of regional stormwater detention facilities typically results in smaller peak discharges into the tributary stormwater conveyance system. This, in turn, plays an important role in maintaining downstream channel stability and minimizing stream degradation. These larger facilities and the additional volume and surface areas that they provide allow for the inclusion of wildlife and aquatic habitat areas on a larger scale that can better serve these vital functions. Wetlands created within these regional facilities act as natural filtration systems. Trace metals that are often present in runoff can be bound to clay soils and remain in the peat beds of the wetlands instead of entering receiving waters.

Thus, the NECCO project will have the following positive outcomes for the larger watershed:

- A higher quality of water returned to the natural tributaries, as a result of slower release and reduction in sediments
- Creation of additional wetlands and natural habitat of a size more conducive to access and use by wildlife
- Assistance in maintaining downstream channel stability, potentially mitigating an environmental impact (erosion) from a major storm event

71.3 Utilities Capital Project: Stormwater Developer Repayments - Funded **2015 - \$100,000**
2016 - \$100,000

This offer is for repayment to developers when they construct regional stormwater facilities or perform habitat restoration/enhancement as identified in the Stormwater Master Plan, but the project is not directly related to their development. When a stormwater project is at the same location as a development, the City can ask the developer to complete the project, and then reimburse them for the added expense. This saves the City money due to economies of scale and avoids disturbing an area with construction activities after a neighborhood is established. Because the timing of projects funded by this offer is dependent on others, there are no specific projects associated with this offer. Instead, this funding represents a pool of money available for partnerships with developers. The level of funding for this offer is adjusted annually depending on the pace, location and relationship of new development with stormwater master plan improvements.

71.5 Utilities Capital Project: Poudre River Downtown Improvements (Stormwater) - Funded **2015 - \$1,000,000**
2016 - \$0

For many years the community has expressed its interest in retaining and enhancing the natural character of the Downtown river reach as well as enhancing the area's relationship and connectivity to the Downtown core. While much has been achieved, for example extensive land conservation, the Poudre Trail, and - more recently - extensive habitat restoration and enhancement, there is much that remains undone. This offer finances the Stormwater portion of the improvements identified in BFO Package 21 (Poudre River Downtown Master Plan). This offer funds a set of floodplain improvements on the Poudre River at College Avenue and Vine Drive. The proposed stormwater improvements (\$1 million) are part of proposed overall improvements (\$6

SAFE COMMUNITY

million) to the river. The remaining \$5 million will be provided by a mix of BFO offers from Parks and Recreation, Natural Areas, and private donations. The overall project improvements include significant stormwater mitigation, aquatic habitat connectivity (presently absent), streamside vegetation, a kayak park, a pedestrian bridge, and related infrastructure. The specific stormwater improvements include:

- 1) Removal of the existing Coy Ditch headgate
- 2) Removal of the existing boat chute
- 3) Construction of several rock drop structures in the Poudre River
- 4) Improvements to the flow capacity of the College Avenue bridge

These improvements will result in significant flood reduction in the vicinity of College Avenue and Vine Drive. By combining stormwater, recreation, and habitat and vegetation improvements, a "trifecta" of community interests and needs could be addressed. The Master Plan calls for numerous improvements from Shields to Mulberry and an emphasis on habitat and/or stormwater mitigation. In the area described by this offer, the emphasis is on stormwater mitigation with strong ancillary elements of recreation, pedestrian access, habitat improvements and reconnecting fish habitat.

71.6 Utilities Capital Project: Stormwater Basin Master Plan Updates - Funded **2015 - \$275,000**
2016 - \$275,000

In the early 2000s, the City of Fort Collins updated its 12 Stormwater Master Drainage Basins to identify flood mitigation and control project needs and 100-Year floodplain limits. The MODSWMM computer model (a proprietary software) was used for the hydrologic and hydraulic modelling. This model is outdated, has no customer support, is not the nationally-accepted standard (EPASWMM). In fact, only a few engineering consultants and City staff are experienced with its use and interpretation of results. New EPASWMM models will be easier to administer and will more accurately represent the 100-year discharges throughout each basin. In 2013, the Stormwater Division began an effort to convert all current MODSWMM models to EPASWMM.

Stormwater is also recommending that the 2001 Cache La Poudre River Master Plan be updated to provide master planning guidance and support in collaboration with Natural Areas and Parks Planning Master plans and an increased focus on the Poudre River. The current adopted models and 100-Year floodplains for the West Vine Basin, Old Town Basin and McClelland Creek Basin are proposed for EPASWMM conversion in 2015 and 2016. Below is a summary listing of the Poudre River Master Plan update, EPASWMM model conversions and floodplain updates, and accompanying cost breakdowns:

Basin	2015	2016
Poudre River Master Plan Update	\$75,000	\$75,000
West Vine Basin	\$150,000	
Old Town Basin		\$200,000
McClelland Creek Basin	\$50,000	

SAFE COMMUNITY

71.7 Utilities Capital Project: Boxelder Basin Regional Stormwater Authority - Funded **2015 - \$330,000**
2016 - \$350,000

This offer provides the City's 2015 and 2016 annual payment of stormwater service fees and plant investment fees (PIF) to the Boxelder Basin Regional Stormwater Authority (BBRSA).

In 2008, a partnership in stormwater management was established among the Town of Wellington, Larimer County and the City of Fort Collins. The Boxelder Basin Regional Stormwater Master Plan was adopted and an intergovernmental agreement (IGA) was signed by the agencies creating a partnership to design and construct regional stormwater improvements to address flood mitigation and protection within the Boxelder and Cooper Slough stormwater drainage basins. Each government provides financial and staff support to the BBRSA, which includes annual stormwater fees. The BBRSA is managed by a five-member Board of Directors. Each government appoints one Director and there are two jointly-appointed directors (Fort Collins/Larimer County and Wellington/Larimer County).

There are significant financial benefits and reductions in flood damage to properties located with the City of Fort Collins and its growth management area. The BBRSA regional stormwater projects will eliminate the westerly Boxelder Creek overflow that extends south along the east side of Interstate 25. The Cooper Slough will benefit by a dramatic reduction in 100-Year flood flows that currently cross beneath Interstate 25 in the Larimer and Weld Irrigation Canal and spill down the Cooper Slough Drainageway. A large detention facility will reduce the 100-Year Flood flows allowing Fort Collins and Timnath to jointly fund and construct improvements near and upstream of the Boxelder Creek crossing of Prospect Road. Two large stormwater culverts under Interstate 25 can then be unplugged. When FEMA revises the floodplain mapping in this area, the current Boxelder Creek overflow that floods large sections of Timnath will be eliminated.

95.1 Utilities Capital Project: Chlorine Contact Basin - Funded **2015 - \$1,000,000**
2016 - \$9,720,000

The Water Treatment Facility (WTF) achieves the proper chlorine contact time for pathogen inactivation using the finished water reservoirs located on site. Therefore those tanks must reserve a portion of its storage volume for disinfection. The need for emergency and equalization storage is necessary to continue to meet water treatment and quality objectives. To avoid constructing another large storage tank, it is recommended to build a chlorine contact basin (smaller in volume than a new reservoir) so that contact time can be achieved in that tank and free up the full volume of the existing reservoirs. The chlorine contact basin also will be beneficial to the process, as we will be able to control the disinfection system more closely within that basin, and the maintenance of the storage tanks will be easier to remove a tank from service. In addition, this project will ensure reliability of service, meet insurance and risk management requirements, and follow AWWA standards for emergency storage. This project is designed and is waiting construction.

The cost, \$8.5 million, is based on a 2011 preliminary design estimate of construction costs. In addition to the basic construction costs, staff included the necessary project management costs, and an additional escalation factor to adjust for the construction in 2015-2016. Costs on this order of magnitude are typical for large concrete structures.

This solution is relatively inexpensive when compared to the alternative of building a large storage tank to fulfill the City's disinfection and storage needs; building a new storage tank was estimated to cost about \$23 million.

SAFE COMMUNITY

96.1 Utilities Capital Project: Energy Optimization - Funded **2015 - \$285,000**
2016 - \$300,000

This offer funds energy optimization projects including backwash pump Variable Frequency Drives (VFDs) and the hydro generation project.

The hydrogeneration project will install a small hydropower turbine on the Horsetooth raw water pipeline and will produce approximately 75 kW 24/7 (as long as the water treatment facility is treating Horsetooth Reservoir water). This will be the first hydropower project for the City. The Water Treatment Facility does not rely on pumping for the raw water into the plant, and instead must reduce the pressure from both the Poudre River and Horsetooth Reservoir. Horsetooth Reservoir has the highest pressure available for the turbine and therefore it is more efficient to install the system at that point.

The backwash water pumps provide treated water for backwashing the filters at the plant. They are the highest horsepower pumps at the facility. In the filter gallery, the pressure is reduced and flow is lowered using a valve that effectively reduces the energy. However, variable frequency drives can reduce the speed of those pump motors, which reduces the energy output required. Backwashing must be accomplished all year, and reaches a peak during the summer.

96.2 Utilities Capital Project: Process Improvements - Unfunded **2015 - \$1,800,000**
2016 - \$600,000

This offer funds finished water metering and regionalization connections projects. The plant has five pipelines leaving the facility to supply drinking water to the distribution system. Two of these lines are metered. With the AMI project in place, knowledge of actual water demand leaving the plant compared to water use within the customer base would allow for more efficient operations, better chemical control, and potential identification of leaks or other issues in the distribution system. The regionalization study, currently being conducted with the Tri-Districts, is analyzing the potential for more collaboration and sharing/selling/transporting of drinking water. The connections project will review the proposed recommendations to enhanced regionalization and implement changes as necessary, such as piping connections, water quality monitoring, etc.

107.1 Utilities Capital Project: UV Disinfection System - Funded **2015 - \$0**
2016 - \$5,900,000

This offer is for the design and construction of an ultra-violet (UV) disinfection system at the Drake Water Reclamation Facility (DWRf). Replacement of DWRf's existing gaseous chlorine disinfection system provides significant social and environmental benefits to the plant staff, citizens and ratepayers of the City. Gaseous chlorine could pose a significant health risk to plant staff and the surrounding neighborhoods in the event of a leak on site or during transport to the site. UV disinfection also eliminates the need for sulfur dioxide, another hazardous chemical used for de-chlorination.

114.2 ENHANCEMENT: Electric Systems Operator (Water Services Dispatcher) - 1.0 FTE - Unfunded **2015 - \$73,168**
2016 - \$87,633

This offer funds 1.0 FTE to support safety and operational efficiencies for Water Operations, and includes a radio, phone and computer dispatch system to provide support to Water Operations. The various functions that this position will support are:

- Dispatching crews in response to localized flooding events mitigating loss of property and potential loss of life

SAFE COMMUNITY

- Provide critical field crew location tracking (e.g., a recent incident where water staff contacted a high voltage line and L&P staff were not aware the water crew was working around high voltage lines. The potential of L&P staff re-energizing the line while water crews were still in close proximity could have electricuted or critically injured employees.)
- Enhance safety through timely emergency response, reducing public exposure to contaminated water roadway hazards
- Monitoring radio transmissions of field crews, Water Reclamation and Water Treatment plants, and notifying emergency personnel when necessary
- Communicating with customers and field personnel to identify and resolve customer problems and direct field response to correct problems
- Dispatch crews for water main breaks, sewer back-ups, and small localized flooding events. This will streamline response for emergencies by routing the closest crew to the area.
- Ensuring all "lock-out tag-out" procedures are followed and properly documented. Lock-out tag-out is critical for employee safety regarding tracking valves opened/closed, personnel work locations, and continuity of service to customers.
- Compiling operational logs and service outage/blockage reports for Water and Wastewater. Tracking these documents ensures public safety by ensuring all service are functional.
- Monitoring video camera footage in case of emergency and security issues
- Providing support to Stormwater EOC
- Assisting in the maintenance and updating of the Utilities' electronic mapping system

130.1 ENHANCEMENT: Arthur Ditch Master Plan and Alternative Analysis - Funded **2015 - \$185,000**
2016 - \$0

This offer has two elements:

1. Scoping for a Ditch Master Plan

This effort will work collaboratively with ditch companies and City departments to develop a scope for a broader master plan for ditches in the City. The project will develop a baseline assessment of the business needs of the irrigation companies as well as the opportunities to preserve and enhance the values and community safety needs associated with ditches. These values include not only water conveyance, but also wildlife habitat, historical value, and a sense of place. Community safety related to ditches includes bridge crossings, maintenance issues and more. The scoping will assess the feasibility of a master planning effort through legal research to assess opportunities, a catalogue of safety issues along the ditches, public outreach, and coordination with ditch companies. The Ditch Master Plan will help define the constraints, liabilities and responsibilities of all parties.

2. Arthur Ditch Alternatives Analysis

The second element would fund a study for the Arthur Ditch that identifies a collaborative, cost-effective solution for the City, private property owners and ditch company. The Arthur Ditch was put underground in a concrete culvert from Wood Street to Laurel Street around 1933. The culvert passes through approximately 67 private properties. Neither the City nor the ditch company agreed to maintain the culvert in private property, and it is now more than 80 years old. The culvert has not been regularly maintained or inspected. The culvert is well past its expected useful life, and has been rapidly failing in the right-of-way where the City has the responsibility of repairing and replacing it.

The scope of this offer has been expanded from the original offer. The project will include funds from Utilities – Stormwater (\$25,000), and the City Bridge Program (\$25,000).

SAFE COMMUNITY

131.1 ENHANCEMENT: Utilities Capital Project: Emergency Operations Center - Funded **2015 - \$75,000**
2016 - \$0

This offer requests computers, video monitors, radios and other essential technologies for a dedicated Emergency Operation Center (EOC). This equipment's main function is operations during emergency situations involving Utilities' critical infrastructure and back-up to the City's EOC at Poudre Fire Authority (PFA). The EOC aids in employee safety, planning, preparedness and recovery during disaster situations. The numerous short-comings in its current state were identified during the 2013 Flood, such as accessibility, poor phone and radio communications, limited internet connectivity, no TV monitors or WEBEOC for documentation and reporting. In the event of a utility emergency the EOC would be placed into operation, which could take as much as 6-8 hours to assemble depending upon needs of the emergency, which is unacceptable. Taking valuable time to prepare the EOC could lead to loss of critical infrastructure, valuable assets, personal injuries or even loss of life. The new EOC would provide instant operations such as weather tracking, river flow rates, personnel tracking, equipment tracking and the ability to document and determine strategies. It will also be used as back up to PFA's EOC in the event that theirs has become unsafe or inoperable. These upgrades will also serve as Table Top Exercise facilities and semi-annual EOC training with PFA and City employees. The following updates are needed to create a functional/effective EOC for Utilities and/or back-up EOC for the City of Fort Collins:

- Computers for tracking weather conditions and river flows, and critical documentation for budgetary reasons
- Video Monitors for following weather, Video Surveillance, news and conferencing
- Radio sytem update such as satellite radios, cell phone amplifiers
- Office equipment such as global information systems, copiers and plotters, SMART board and other audio/visual equipment
- Additional labor for installation and miscellaneous office equipment for operational needs

135.1 West Nile Virus Management Program - Funded **2015 - \$329,865**
2016 - \$336,463

Since the onset of West Nile virus (WNV) in 2003, the City has provided funds for disease management through a contract to control the number of West Nile virus-carrying mosquitoes throughout Fort Collins. In 2003 there were 2,943 cases of West Nile Virus in the state with 544 in Larimer County. In 2013 there were 320 cases in the state with 90 cases occurring in Larimer County. The management program went through an extensive review process in 2008 and 2013 with the aid of a Technical Advisory Committee. Several suggestions were made by the Technical Advisory Committee (TAC) and adopted by City Council. Each year the TAC meets after the mosquito season and makes suggestions based on the lessons learned from the previous year. This offer addresses mosquito control with environmentally friendly products, site mapping, dip testing, identification, larviciding, public education, fish giveaway, hotline services, comprehensive public website, quality control and adult testing services provided by Colorado State University. This program has no funds dedicated to adulticiding in Fort Collins.

136.1 ENHANCEMENT: Additional Office of Emergency Management (OEM) Personnel - 2.0 FTE - Unfunded **2015 - \$154,572**
2016 - \$158,437

The Office of Emergency Management (OEM) struggles to maintain its current level of service due to demand by growth, government mandates and preparation for natural disasters, technological disasters and terrorism threats. The National Incident Management System requires most City personnel to be trained in Incident Command, develop response and recovery plans utilizing the Comprehensive Preparedness Guide 101, 201 along with the

SAFE COMMUNITY

Emergency Support Function structure, Recovery Support Function, exercise response and recovery plans, train personnel for actions within these plans, and resource type personnel and equipment. These requirements take time, support, and personnel that are currently an identified gap within OEM. Grants cannot continue to be depended upon to support these activities.

With an increase in population, federal, state and local mandates, along with additional duties, an increase in risks to the community, and an increase in local disasters, the current staff of OEM is finding it difficult to achieve the level of performance needed to meet these obligations.

This offer will fund an additional 2.0 FTEs: an Assistant Emergency Manager and a Secretary I. OEM staffing increases and professional development will positively and directly impact the following program areas: planning, training, exercises, grant procurement, web management, public education/preparedness, disaster response, recovery coordination, and administration/secretarial support.

159.1 Police Vehicle Replacement Existing Payments - Funded **2015 - \$624,002**
2016 - \$548,916

This offer provides a dedicated funding source for the vehicle replacement in Police in accordance with the vehicle replacement program.

This offer includes the replacement of cars, vans, trailers and trucks for the following divisions:

- * Police Patrol
- * Police Investigations
- * Northern Colorado Drug Task Force

The replacement criteria are:

- * Cars/Pickups/Vans – between 85,000–100,000 miles
- * Trailers – 10 years

Plus Physical Condition and Economics

159.2 Police Utilities and Building Operations - Funded **2015 - \$369,591**
2016 - \$393,884

This offer provides funding for building utilities (electric, natural gas, water, wastewater, and storm drainage) for City buildings that are used by the Police Department (Police Services, SIU, Indoor Shooting Range, Restorative Justice, and District 1 Downtown substation).

159.3 Police Vehicle 2015-16 Replacements - Funded **2015 - \$184,018**
2016 - \$411,834

This offer provides a dedicated funding source for the vehicle replacement in Police in accordance with the vehicle replacement program for 2015 and 2016.

SAFE COMMUNITY

This offer includes the replacement of cars, vans, trailers and trucks for the following divisions:

- * Police Patrol
- * Police Investigations
- * Northern Colorado Drug Task Force

The replacement criteria are:

- * Cars/Pickups/Vans – between 85,000–100,000 miles
- * Trailers – 10 years

Plus Physical Condition and Economics

161.1 Poudre Fire Operation, Maintenance & Capital (General Fund) - Funded **2015 - \$19,129,066**
2016 - \$20,380,027

This offer is for the City's General Fund contribution to fund Poudre Fire Authority's (PFA) maintenance, capital and operations costs in accord with a revenue allocation formula as set forth in an intergovernmental agreement between the City and PFA. Funds will be used for coordinated Office of Emergency Management services, human resources, financial services, operations, information technology, and community education programs.

161.2 KFCG: Poudre Fire Authority Operation, Maintenance and Capital - Funded **2015 - \$2,649,902**
2016 - \$2,783,473

This offer is the City's Keep Fort Collins Great (KFCG) contribution to Poudre Fire Authority's (PFA) operations, maintenance and capital costs. This allocation represents 11% of the projected KFCG sales and use taxes. Funds from this offer help fund the same PFA services as outlined in Offer 161.1.

161.3 ENHANCEMENT: Upgrades to City Emergency Operation Center - Funded **2015 - \$80,000**
2016 - \$0

The City of Fort Collins needs several upgrades to its Emergency Operation Center (EOC) located at 3400 W. Vine Dr., along with continual training of personnel who will respond and function at the EOC. Upgrades include additional phone lines, additional computers, software upgrades and support, radio communications, and security enhancements. Additional GIS technology needs to be incorporated into emergency management to enhance its planning capabilities. Program development is needed for functional needs populations, climate change impact on disaster resiliency, warning systems evaluation/upgrades, and coordination and continuity among City, County, State, and Federal agencies.

The Emergency Management Accreditation Program focuses on the 60+ performance standards that are based on nationally recognized standards and best practices in emergency management. Fort Collins OEM has registered for this accreditation program and will actively begin the documentation and evaluation process in 2015.

From the after-action reviews of most recent disasters and review of national standards related to Emergency Operations Centers, the listed enhancements are necessary to ensure that the citizens of this community are adequately protected during an emergency and that employees of the City

SAFE COMMUNITY

and associated response agencies can effectively perform their duties with the needed plans and equipment.

The associated plans are required to be reviewed, updated and exercised by federal and state governments. They are necessary for local government to function during an emergency.

161.4 Office of Emergency Management - Funded

2015 - \$174,026

2016 - \$176,881

The benefit to citizens, visitors and employees of Fort Collins from the Office of Emergency Management (OEM) is the preservation of life safety, property conservation and environmental protection to the Fort Collins community in pre-disaster, disaster and post-disaster periods. OEM is responsible for coordinating and providing internal and external services in the areas of Prevention, Preparedness, Mitigation, Response and Recovery as related to natural, technological and man-made hazards and disasters in the community.

The City's OEM is a joint partnership of the City of Fort Collins, Fort Collins Utilities, and Poudre Fire Authority (PFA). PFA provides a Battalion Chief/Emergency Manager and an Emergency Operations Center. All of the partners provide funding for Emergency Management with the City funding 61%, Utilities funding 20%, PFA funding 14%, and FEMA funding 5%. Expenses and funding for this offer are only for the portion from the City, and do not include the portions from FEMA (\$14,000 annually), Utilities (\$57,168/\$58,751), or PFA (\$41,697/\$42,852).

163.1 ENHANCEMENT: Patrol Laptop Replacement - Funded

2015 - \$0

2016 - \$693,600

Keeping with a four-year replacement philosophy specific to Police, approximately 170 fully-ruggedized Police Services laptops will be due for replacement in 2016. These laptops connect on-duty patrol officers to the applications and information they need to effectively and efficiently perform their job duties. These laptops are much more ruggedized than the standard model that IT deploys to other laptop users in the City and are, therefore, more expensive. This offer covers the cost for this ongoing, scheduled replacement of Police hardware.



Transportation

Fort Collins provides safe and reliable multi-modal travel to, from and throughout the city



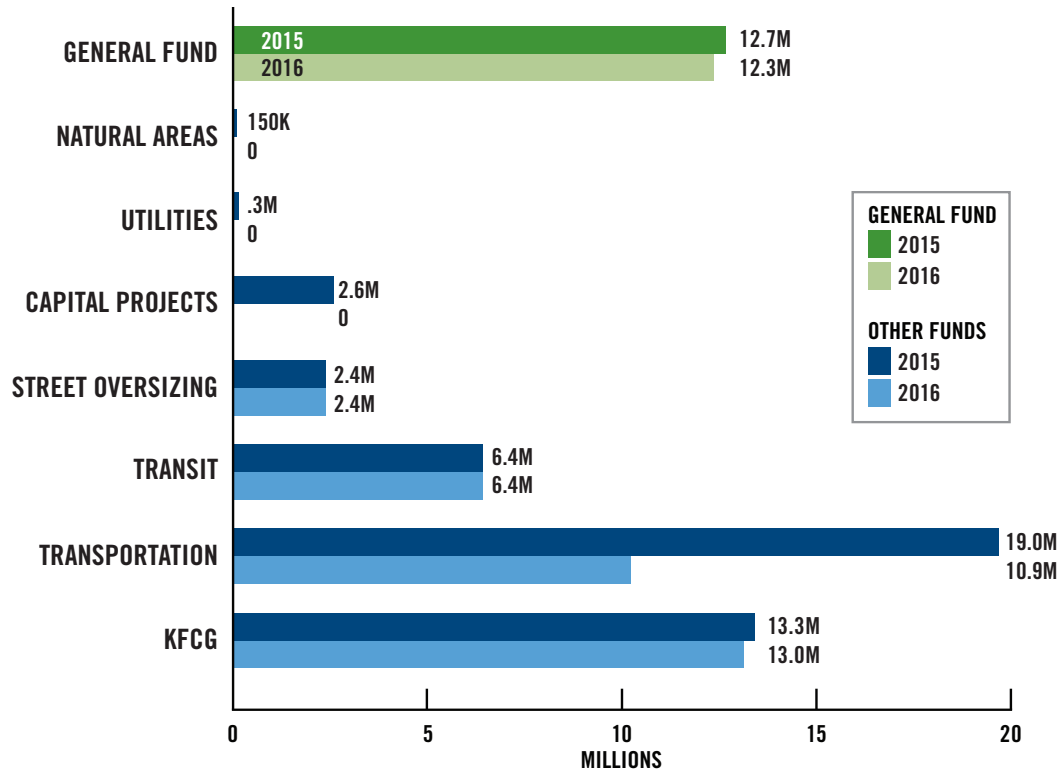


Transportation

2015 General Fund & Other Funds – 56.9M

2016 General Fund & Other Funds – 45.0M

- Traffic Operations
- Transport
- Street Maintenance
- Capital Improvements



OVERVIEW

This budget maintains high-priority transportation services such as snow removal, street sweeping and traffic management, as well as Dial-A-Ride, MAX and other public transit services. This budget provides \$15.4 million for the Pavement Management Program in 2015 to maintain the City’s network of roads. That amount drops to \$8.8M in 2016 as approximately half of the program budget is dependent upon the renewal of the ¼ cent street maintenance sales tax which expires at the end of 2015 unless renewed by the voters next year. The strategic objectives for Transportation, as outlined in the 2015–2016 Strategic Plan, are as follows:

- 6.1. Improve safety of all modes of travel.
- 6.2. Improve transit availability and grow ridership through extended hours, improved headways, and Sunday service in appropriate activity centers.
- 6.3. Fill the gaps for all modes of travel and improve the current transportation infrastructure while enhancing the aesthetic environment.
- 6.4. Improve traffic flow for all modes of transporting people, goods and information to benefit both individuals and the business community.
- 6.5. Create and implement long-term transportation planning and help local and regional transportation networks operate at a high level of efficiency, including the airport.
- 6.6. Support efforts to achieve climate action goals by reducing mobile emissions and supporting multiple modes of transportation.
- 6.7. Create and implement planning, engineering and financial strategies to address adequate infrastructure within the northeast area of Fort Collins.

FUNDING SOURCES

Transportation funding comes from a variety of sources, including the federal and state governments which are comprised of highway users' tax, motor vehicle registration fees, road and bridge levy, etc.

The Pavement Management Program is primarily supported through voter approved sales tax funds and General Fund resources. Many capital projects are funded through dedicated sales tax revenue from the 2005 Building on Basics (BOB) tax initiative. Street oversizing is also funded by dedicated funds collected from development fees. Grants such as those from the federal Congestion Mitigation and Air Quality (CMAQ) Improvement Program provide a key revenue source for a number of projects.

KEY PURCHASES

- Snow plowing and street sweeping
- Transfort/Dial-a-Ride/MAX
- Traffic Operations
- Engineering and capital improvement management
- Bridge replacements and maintenance program
- Bicycling Program
- Railroad crossing replacement program
- Safe Ride Home Program
- Safe Routes to School

ENHANCEMENTS PURCHASED

	2015	2016
MAX/BRT Snow Removal	200,000	200,000
Additional Transit Capital Repair & Replacement	100,000	100,000
Arterial Intersection (BOB)	2,220,000	0
Bicycle Infrastructure Investments	75,000	75,000
BOB Bicycle Plan Implementation	125,000	0
Capital Equipment Purchases	230,139	465,000
City Bridge Program	600,000	600,000
College Avenue Concrete Work	500,000	0
Crushing and Recycling Facility	1,200,000	0
CSU Transit Contract	738,039	738,039
Harmony Park and Ride Regional Match	75,000	75,000
Increased Transit Support Services	130,000	148,446
Linden Street (Walnut to Jefferson)	300,000	0
Mulberry Bridge Urban Design & Landscaping Improvements	750,000	0
Paratransit Service to Foothills Gateway	150,000	150,000
Pedestrian Sidewalk ADA (BOB)	300,000	0
Pedestrian Sidewalk and Americans with Disabilities Act Compliance Program	150,000	150,000
Railroad Switching Operations Study	50,000	0
Safe Ride Home	99,876	0
Safe Routes to School Strategic Traffic Infrastructure Program	100,000	100,000
Streets Capital Equipment Purchases	234,861	0
Transfort Support Services - WiFi Access	40,000	40,000
Transportation Air Quality Impacts Guidance Manual	35,000	10,000
USA Pro Cycling Challenge	50,000	0
Vine and Lemay Intersection Improvements	500,000	500,000
West Elizabeth Enhanced Travel Corridor Master Plan	300,000	0
Positions added:		
- Infrastructure Asset Management Program - 1.0 FTE	0	0
- Traffic Signal Technician I - 1.0 FTE	56,289	68,827
	9,309,204	3,420,312

Drilling Platform - Ranked Offers by Outcome

Budget Years: 2015 - 2016

TRANSPORTATION - 2015

Offer	Offer Cost Total	Offer Funding			
		GENERAL FUND Dedicated	GENERAL FUND Ongoing	OTHER FUNDS	RESERVES
1.1 Engineering Services	2,034,990	0	639,807	1,395,183	0
				<i>Transportation Fund</i>	
25.1 Street Maintenance Program	15,358,500	0	1,704,719	13,508,824	144,957
				<i>Keep Fort Collins Great Fund Transportation Fund</i>	<i>Transportation Fund</i>
7.1 Transit Local Fixed Routes	5,068,806	0	1,591,434	3,477,372	0
				<i>Keep Fort Collins Great Fund Transit Services Fund</i>	
25.3 Essential Street Operations	2,334,401	0	1,112,149	1,222,252	0
				<i>Keep Fort Collins Great Fund Transportation Fund</i>	
27.1 Traffic Operations	3,098,654	150,000	0	2,948,654	0
				<i>Traffic Calming Surcharge Keep Fort Collins Great Fund Transportation Fund</i>	
25.2 Snow and Ice Removal	1,216,296	0	0	1,216,296	0
				<i>Transportation Fund</i>	
1.3 Street Oversizing Program	2,636,576	0	224,028	2,412,548	0
				<i>Street Oversizing Fund</i>	
25.5 Planning, Development & Transportation Work for Others	2,943,000	0	0	2,943,000	0
				<i>Transportation Fund</i>	
7.6 Transit Support Services	3,341,160	0	2,742,964	298,196	300,000
				<i>Transit Services Fund</i>	<i>Transit Services Fund</i>
7.4 MAX Bus Rapid Transit Service	2,337,221	0	1,133,001	1,204,220	0
				<i>Keep Fort Collins Great Fund Transit Services Fund</i>	

Drilling Platform - Ranked Offers by Outcome

Budget Years: 2015 - 2016

TRANSPORTATION - 2015

Offer	Offer Cost Total	Offer Funding			
		GENERAL FUND Dedicated	Ongoing	OTHER FUNDS	RESERVES
25.4 Street Sweeping	651,506	0	107,916	543,590	0
				<i>Transportation Fund</i>	
2.11 Transportation Planning Services	568,014	0	237,218	330,796	0
				<i>Keep Fort Collins Great Fund Transportation Fund</i>	
7.7 Transit Capital Repair & Replacement	375,000	0	0	250,000	125,000
				<i>Transit Services Fund</i>	<i>Transit Services Fund</i>
7.5 Dial-A-Ride Service	1,634,299	0	1,630,833	3,466	0
				<i>Transit Services Fund</i>	
1.2 City Bridge Program	1,700,000	0	0	1,581,730	118,270
				<i>Keep Fort Collins Great Fund Transportation Fund</i>	<i>Keep Fort Collins Great Fund</i>
129.1 Harmony Road Maintenance	242,973	0	0	61,820	181,153
				<i>Transportation Fund</i>	<i>Transportation Fund</i>
7.3 FLEX Regional Service	777,522	0	0	777,522	0
				<i>Transit Services Fund</i>	
7.2 ENHANCEMENT: Safe Ride Home	99,876	0	61,330	38,546	0
				<i>Transit Services Fund</i>	
2.5 KFCG: FC Bikes and Bike Library	255,159	0	0	255,159	0
				<i>Keep Fort Collins Great Fund</i>	
165.1 Safe Routes to School Program	74,000	0	0	74,000	0
				<i>Keep Fort Collins Great Fund</i>	
7.22 ENHANCEMENT: Support Services - WiFi Access	40,000	0	0	0	40,000
					<i>Transit Services Fund</i>

Drilling Platform - Ranked Offers by Outcome

Budget Years: 2015 - 2016

TRANSPORTATION - 2015

Offer	Offer Cost		Offer Funding			
	Total	GENERAL FUND Dedicated	Ongoing	OTHER FUNDS	RESERVES	
25.22 KFCG: Capital Equipment Purchases	575,000	0	0	524,113	50,887	
				<i>Keep Fort Collins Great Fund</i>	<i>Keep Fort Collins Great Fund</i>	
1.20 Railroad Crossing Maintenance	100,000	100,000	0	0	0	
		<i>General One-time Revenue</i>				
25.17 KFCG ENHANCEMENT: College Avenue Concrete Work	500,000	0	0	0	500,000	
					<i>Keep Fort Collins Great Fund</i>	
1.21 KFCG ENHANCEMENT: City Bridge Program	600,000	0	0	0	600,000	
					<i>Keep Fort Collins Great Fund</i>	
1.4 ENHANCEMENT: Infrastructure Asset Management Program - 1.0 FTE	0	0	0	0	0	
				<i>City of Fort Collins</i>		
25.13 ENHANCEMENT: Crushing and Recycling Facility	1,200,000	250,000	0	200,000	750,000	
		<i>General One-time Revenue</i>		<i>Water Fund Wastewater Fund</i>	<i>Natural Areas Fund Transportation Fund Stormwater Fund</i>	
1.7 ENHANCEMENT: Arterial Intersection (BOB)	2,220,000	0	0	2,220,000	0	
				<i>Capital Projects Fund</i>		
129.2 ENHANCEMENT: Harmony Park and Ride Regional Match	75,000	0	0	0	75,000	
					<i>Transportation Fund</i>	
1.10 ENHANCEMENT: Pedestrian Sidewalk ADA (BOB)	300,000	0	0	300,000	0	
				<i>Capital Projects Fund</i>		
2.12 ENHANCEMENT: BOB Bicycle Plan Implementation	125,000	0	0	125,000	0	
				<i>Capital Projects Fund</i>		

TRANSPORTATION - 2015

Offer	Offer Cost Total	Offer Funding			
		GENERAL FUND Dedicated	GENERAL FUND Ongoing	OTHER FUNDS	RESERVES
1.8 KFCG ENHANCEMENT: Mulberry Bridge Urban Design & Landscaping Improvements	750,000	0	0	554,865	195,135
				<i>Keep Fort Collins Great Fund</i>	<i>Keep Fort Collins Great Fund</i>
1.9 KFCG ENHANCEMENT: Vine and Lemay Intersection Improvements	500,000	0	0	500,000	0
				<i>Keep Fort Collins Great Fund</i>	
1.6 KFCG ENHANCEMENT: Pedestrian Sidewalk and Americans with Disabilities Act Compliance Program	150,000	0	0	150,000	0
				<i>Keep Fort Collins Great Fund</i>	
27.12 Traffic Operations Equipment	115,000	0	0	115,000	0
				<i>Keep Fort Collins Great Fund</i>	
25.11 KFCG ENHANCEMENT: Capital Equipment Purchases	230,139	0	0	24,115	206,024
				<i>Keep Fort Collins Great Fund</i>	<i>Keep Fort Collins Great Fund</i>
27.7 ENHANCEMENT: Traffic Signal Technician I - 1.0 FTE	56,289	0	0	56,289	0
				<i>Transportation Fund</i>	
27.11 KFCG: Traffic Operations Equipment	116,500	0	0	116,500	0
				<i>Keep Fort Collins Great Fund</i>	
7.18 KFCG ENHANCEMENT: Additional Transit Capital Repair & Replacement	100,000	0	0	100,000	0
				<i>Keep Fort Collins Great Fund</i>	
1.23 ENHANCEMENT: Railroad Switching Operations Study	50,000	0	50,000	0	0
165.3 ENHANCEMENT: Safe Routes to School Strategic Traffic Infrastructure Program	100,000	0	100,000	0	0

Drilling Platform - Ranked Offers by Outcome

Budget Years: 2015 - 2016

TRANSPORTATION - 2015

Offer	Offer Cost Total	Offer Funding			
		GENERAL FUND Dedicated	GENERAL FUND Ongoing	OTHER FUNDS	RESERVES
1.19 ENHANCEMENT: Linden Street (Walnut to Jefferson)	300,000	0	90,000	0	210,000 <i>Transportation Fund</i>
2.18 ENHANCEMENT: Bicycle Infrastructure Investments	75,000	0	0	0	75,000 <i>General Fund</i>
141.1 ENHANCEMENT: Transportation Air Quality Impacts Guidance Manual	35,000	0	35,000	0	0
7.23 ENHANCEMENT: CSU Transit Contract	738,039	0	0	738,039	0 <i>Transit Services Fund</i>
7.24 ENHANCEMENT: Increased Transit Support Services	130,000	0	0	130,000	0 <i>Transit Services Fund</i>
106.2 ENHANCEMENT: USA Pro Cycling Challenge	50,000	0	50,000	0	0
169.3 ENHANCEMENT: West Elizabeth Enhanced Travel Corridor Master Plan	300,000	0	300,000	0	0
25.23 ENHANCEMENT: Streets Capital Equipment Purchases	234,861	0	0	0	234,861 <i>Transportation Fund</i>
25.24 ENHANCEMENT: MAX/BRT Snow Removal	200,000	0	200,000	0	0
7.25 ENHANCEMENT: Paratransit Service to Foothills Gateway	150,000	0	150,000	0	0
Funded Offers	56,863,781	500,000	12,160,399	40,397,095	3,806,287
1.14 KFCG ENHANCEMENT: Transportation Small Capital Projects	250,000	0	0	250,000	0 <i>Keep Fort Collins Great Fund</i>

TRANSPORTATION - 2015

Offer	Offer Cost		Offer Funding			
	Total	Dedicated	GENERAL FUND Ongoing	OTHER FUNDS	RESERVES	
27.8 ENHANCEMENT: Traffic Equipment Operator I - 1.0 FTE	51,016	0	0	51,016	0	
				<i>Transportation Fund</i>		
25.18 ENHANCEMENT: Snow Removal	675,000	0	0	675,000	0	
				<i>Transportation Fund</i>		
2.1 KFCG ENHANCEMENT: Travel Demand Management Plan	125,000	0	0	125,000	0	
				<i>Keep Fort Collins Great Fund</i>		
2.6 KFCG ENHANCEMENT: Bike Share Coordinator and Expanded Self-Checkout Bike Share System - 1.0 FTE	354,287	0	0	354,287	0	
				<i>Keep Fort Collins Great Fund</i>		
7.8 KFCG ENHANCEMENT: Transfort Sunday Service - 17.0 FTE (14.0 FTE Conversion from Hourly to Classified)	984,582	0	0	984,582	0	
				<i>Keep Fort Collins Great Fund</i>		
1.11 ENHANCEMENT: Willow Street River District Construction, Final Design	250,000	0	0	0	250,000	
					<i>General Fund</i>	
27.9 ENHANCEMENT: Traffic Engineering Technician II - 1.0 FTE	67,485	0	0	67,485	0	
				<i>Transportation Fund</i>		
1.5 ENHANCEMENT: Street Oversizing City Share	767,972	0	767,972	0	0	
2.15 ENHANCEMENT: FC Moves Administrative Assistant - 0.5 FTE	32,816	0	0	32,816	0	
				<i>Transportation Fund</i>		

TRANSPORTATION - 2015

Offer	Offer Cost Total	Offer Funding			
		GENERAL FUND Dedicated	Ongoing	OTHER FUNDS	RESERVES
25.14 ENHANCEMENT: Streets Equipment Operator (Sweeper) - 1.0 FTE	60,016	0	0	60,016	0
				<i>Transportation Fund</i>	
27.10 KFCG ENHANCEMENT: Assistant Traffic Engineer - 1.0 FTE	75,106	0	0	75,106	0
				<i>Keep Fort Collins Great Fund</i>	
7.14 KFCG ENHANCEMENT: Added Transit Service to Harmony Park and Ride	374,511	0	0	374,511	0
				<i>Keep Fort Collins Great Fund</i>	
2.17 ENHANCEMENT: Transportation Planner - 1.0 FTE	83,536	0	0	83,536	0
				<i>Transportation Fund</i>	
25.10 ENHANCEMENT: Alley Improvement Program	150,000	0	0	150,000	0
				<i>Transportation Fund</i>	
170.1 KFCG ENHANCEMENT: Transit and Pedestrian Accessibility	100,000	0	0	100,000	0
				<i>Keep Fort Collins Great Fund</i>	
7.9 KFCG ENHANCEMENT: New South East Transit Fixed-Route Service - 2.0 FTE (including 1.0 FTE Conversion from Hourly to Classified)	762,245	0	0	762,245	0
				<i>Keep Fort Collins Great Fund</i>	
7.20 KFCG ENHANCEMENT: Early Morning Dial-A-Ride Service	95,930	0	0	95,930	0
				<i>Keep Fort Collins Great Fund</i>	
165.2 ENHANCEMENT: Safe Routes to School - School Rotation Schedule	40,000	0	0	40,000	0
				<i>Transportation Fund</i>	

TRANSPORTATION - 2015

Offer	Offer Cost		Offer Funding			
	Total	Dedicated	GENERAL FUND Ongoing	OTHER FUNDS	RESERVES	
1.18 ENHANCEMENT: Mason Street Enhancement	500,000	0	0	0	500,000	<i>General Fund</i>
7.10 KFCG ENHANCEMENT: Evening Service for Select Transit Fixed Routes	413,531	0	0	413,531	0	<i>Keep Fort Collins Great Fund</i>
7.12 KFCG ENHANCEMENT: Transfort Strategic Plan Update	150,000	0	0	150,000	0	<i>Keep Fort Collins Great Fund</i>
2.14 ENHANCEMENT: FC Walks Program - 0.5 FTE	49,499	0	0	49,499	0	<i>Transportation Fund</i>
18.2 KFCG ENHANCEMENT: Prospect Road Enhanced Travel Corridor Plan	275,000	0	0	275,000	0	<i>Keep Fort Collins Great Fund</i>
106.1 KFCG ENHANCEMENT: FC Trip 21st Century Communications Tool	50,000	0	0	50,000	0	<i>Keep Fort Collins Great Fund</i>
1.15 ENHANCEMENT: Bicycle and Pedestrian Grade Separated Crossings	1,000,000	0	0	0	1,000,000	<i>General Fund</i>
1.17 KFCG ENHANCEMENT: Midtown in Motion Implementation	750,000	0	0	750,000	0	<i>Keep Fort Collins Great Fund</i>
2.19 ENHANCEMENT: Travel Demand Management Planner and Program - 1.0 FTE	108,536	0	0	108,536	0	<i>Transportation Fund</i>

TRANSPORTATION - 2015

Offer	Offer Cost Total	Offer Funding			
		GENERAL FUND Dedicated	Ongoing	OTHER FUNDS	RESERVES
25.19 ENHANCEMENT: Annexed Roads Improvement Program - 1.0 FTE	990,146	0	0	990,146	0
				<i>Transportation Fund</i>	
7.11 KFCG ENHANCEMENT: Increased Frequencies for Select Transit Fixed Routes	2,063,431	0	0	2,063,431	0
				<i>Keep Fort Collins Great Fund</i>	
18.1 KFCG ENHANCEMENT: North College/Mountain Vista Enhanced Travel Corridor Master Plan	300,000	0	0	300,000	0
				<i>Keep Fort Collins Great Fund</i>	
2.9 ENHANCEMENT: Communitywide Travel Behavior Survey Program Launch	150,000	0	0	150,000	0
				<i>Transportation Fund</i>	
2.7 KFCG ENHANCEMENT: Protected Bike Lane Demonstration Project	50,000	0	0	50,000	0
				<i>Keep Fort Collins Great Fund</i>	
1.12 ENHANCEMENT: Lincoln Avenue Improvements, Riverside to Lemay - Design	1,500,000	0	0	0	1,500,000
					<i>General Fund</i>
Unfunded Offers	13,649,645	0	767,972	9,631,673	3,250,000
Total Offers	70,513,426	500,000	12,928,371	50,028,768	7,056,287

TRANSPORTATION - 2016

Offer	Offer Cost Total	Offer Funding			
		GENERAL FUND Dedicated	GENERAL FUND Ongoing	OTHER FUNDS	RESERVES
1.1 Engineering Services	2,077,834	0	652,603	1,425,231	0
				<i>Transportation Fund</i>	
25.1 Street Maintenance Program	8,796,788	0	1,986,321	6,810,467	0
				<i>Keep Fort Collins Great Fund</i>	
7.1 Transit Local Fixed Routes	5,206,439	0	1,580,539	3,625,900	0
				<i>Keep Fort Collins Great Fund Transit Services Fund</i>	
25.3 Essential Street Operations	2,316,545	0	1,134,392	1,182,153	0
				<i>Keep Fort Collins Great Fund Transportation Fund</i>	
27.1 Traffic Operations	3,145,586	150,000	0	2,995,586	0
				<i>Traffic Calming Surcharge Keep Fort Collins Great Fund Transportation Fund</i>	
25.2 Snow and Ice Removal	1,239,806	0	0	1,239,806	0
				<i>Transportation Fund</i>	
1.3 Street Oversizing Program	2,640,738	0	224,028	2,416,710	0
				<i>Street Oversizing Fund</i>	
25.5 Planning, Development & Transportation Work for Others	2,986,850	0	0	2,986,850	0
				<i>Transportation Fund</i>	
7.6 Transit Support Services	3,419,611	0	2,821,991	297,620	300,000
				<i>Transit Services Fund</i>	<i>Transit Services Fund</i>
7.4 MAX Bus Rapid Transit Service	2,399,364	0	994,213	1,405,151	0
				<i>Keep Fort Collins Great Fund Transit Services Fund</i>	

Drilling Platform - Ranked Offers by Outcome

Budget Years: 2015 - 2016

TRANSPORTATION - 2016

Offer	Offer Cost		Offer Funding		
	Total	GENERAL FUND Dedicated	Ongoing	OTHER FUNDS	RESERVES
25.4 Street Sweeping	671,834	0	110,074	561,760 <i>Transportation Fund</i>	0
2.11 Transportation Planning Services	576,425	0	252,849	323,576 <i>Keep Fort Collins Great Fund Transportation Fund</i>	0
7.7 Transit Capital Repair & Replacement	375,000	0	0	300,000 <i>Transit Services Fund</i>	75,000 <i>Transit Services Fund</i>
7.5 Dial-A-Ride Service	1,768,297	0	1,659,278	59,019 <i>Transit Services Fund</i>	50,000 <i>Transit Services Fund</i>
1.2 City Bridge Program	1,700,000 <i>General One-time Revenue</i>	82,008	0	1,612,436 <i>Keep Fort Collins Great Fund Transportation Fund</i>	5,556 <i>Transportation Fund</i>
129.1 Harmony Road Maintenance	245,033	0	0	72,200 <i>Transportation Fund</i>	172,833 <i>Transportation Fund</i>
7.3 FLEX Regional Service	796,265	0	0	796,265 <i>Transit Services Fund</i>	0
2.5 KFCG: FC Bikes and Bike Library	256,080	0	0	256,080 <i>Keep Fort Collins Great Fund</i>	0
165.1 Safe Routes to School Program	74,000	0	0	74,000 <i>Keep Fort Collins Great Fund</i>	0
7.22 ENHANCEMENT: Support Services - WiFi Access	40,000	0	0	0	40,000 <i>Transit Services Fund</i>
25.22 KFCG: Capital Equipment Purchases	520,000	0	0	412,695 <i>Keep Fort Collins Great Fund</i>	107,305 <i>Keep Fort Collins Great Fund</i>

Drilling Platform - Ranked Offers by Outcome

Budget Years: 2015 - 2016

TRANSPORTATION - 2016

Offer	Offer Cost		Offer Funding			
	Total	Dedicated	GENERAL FUND Ongoing	OTHER FUNDS	RESERVES	
1.20 Railroad Crossing Maintenance	100,000	100,000	0	0	0	0
	<i>General One-time Revenue</i>					
1.21 KFCG ENHANCEMENT: City Bridge Program	600,000	0	0	0	0	600,000
	<i>Keep Fort Collins Great Fund</i>					
1.4 ENHANCEMENT: Infrastructure Asset Management Program - 1.0 FTE	0	0	0	0	0	0
	<i>City of Fort Collins</i>					
129.2 ENHANCEMENT: Harmony Park and Ride Regional Match	75,000	0	0	0	0	75,000
	<i>Transportation Fund</i>					
1.9 KFCG ENHANCEMENT: Vine and Lemay Intersection Improvements	500,000	0	0	500,000	0	0
	<i>Keep Fort Collins Great Fund</i>					
1.6 KFCG ENHANCEMENT: Pedestrian Sidewalk and Americans with Disabilities Act Compliance Program	150,000	0	0	150,000	0	0
	<i>Keep Fort Collins Great Fund</i>					
27.12 Traffic Operations Equipment	125,400	0	0	125,400	0	0
	<i>Keep Fort Collins Great Fund</i>					
25.11 KFCG ENHANCEMENT: Capital Equipment Purchases	465,000	0	0	465,000	0	0
	<i>Keep Fort Collins Great Fund</i>					
27.7 ENHANCEMENT: Traffic Signal Technician I - 1.0 FTE	68,827	0	0	68,827	0	0
	<i>Transportation Fund</i>					
27.11 KFCG: Traffic Operations Equipment	116,500	0	0	116,500	0	0
	<i>Keep Fort Collins Great Fund</i>					

TRANSPORTATION - 2016

Offer	Offer Cost		Offer Funding			
	Total	GENERAL FUND Dedicated	Ongoing	OTHER FUNDS	RESERVES	
7.18 KFCG ENHANCEMENT: Additional Transit Capital Repair & Replacement	100,000	0	0	100,000	0	
				<i>Keep Fort Collins Great Fund</i>		
165.3 ENHANCEMENT: Safe Routes to School Strategic Traffic Infrastructure Program	100,000	0	100,000	0	0	
2.18 ENHANCEMENT: Bicycle Infrastructure Investments	75,000	0	0	0	75,000	
					<i>General Fund</i>	
141.1 ENHANCEMENT: Transportation Air Quality Impacts Guidance Manual	10,000	0	10,000	0	0	
7.23 ENHANCEMENT: CSU Transit Contract	738,039	0	0	738,039	0	
				<i>Transit Services Fund</i>		
7.24 ENHANCEMENT: Increased Transit Support Services	148,446	0	0	148,446	0	
				<i>Transit Services Fund</i>		
25.24 ENHANCEMENT: MAX/BRT Snow Removal	200,000	0	200,000	0	0	
7.25 ENHANCEMENT: Paratransit Service to Foothills Gateway	150,000	0	150,000	0	0	
Funded Offers	44,974,707	332,008	11,876,288	31,265,717	1,500,694	
25.15 ENHANCEMENT: Street Maintenance Program – ¼-Cent Street Maintenance Tax Expiration	7,400,302	0	0	7,400,302	0	
				<i>Transportation Fund</i>		
2.16 KFCG ENHANCEMENT: Transportation Master Plan	400,000	0	0	400,000	0	
				<i>Keep Fort Collins Great Fund</i>		
1.14 KFCG ENHANCEMENT: Transportation Small Capital Projects	250,000	0	0	250,000	0	
				<i>Keep Fort Collins Great Fund</i>		

TRANSPORTATION - 2016

Offer	Offer Cost Total	Offer Funding			
		GENERAL FUND Dedicated	Ongoing	OTHER FUNDS	RESERVES
27.8 ENHANCEMENT: Traffic Equipment Operator I - 1.0 FTE	62,447	0	0	62,447	0
				<i>Transportation Fund</i>	
25.18 ENHANCEMENT: Snow Removal	675,000	0	0	675,000	0
				<i>Transportation Fund</i>	
2.6 KFCG ENHANCEMENT: Bike Share Coordinator and Expanded Self-Checkout Bike Share System - 1.0 FTE	150,825	0	0	150,825	0
				<i>Keep Fort Collins Great Fund</i>	
7.8 KFCG ENHANCEMENT: Transfort Sunday Service - 17.0 FTE (14.0 FTE Conversion from Hourly to Classified)	1,018,692	0	0	1,018,692	0
				<i>Keep Fort Collins Great Fund</i>	
1.11 ENHANCEMENT: Willow Street River District Construction, Final Design	3,250,000	0	0	0	3,250,000
					<i>General Fund</i>
27.9 ENHANCEMENT: Traffic Engineering Technician II - 1.0 FTE	82,849	0	0	82,849	0
				<i>Transportation Fund</i>	
1.5 ENHANCEMENT: Street Oversizing City Share	767,972	0	767,972	0	0
2.15 ENHANCEMENT: FC Moves Administrative Assistant - 0.5 FTE	33,571	0	0	33,571	0
				<i>Transportation Fund</i>	
25.14 ENHANCEMENT: Streets Equipment Operator (Sweeper) - 1.0 FTE	61,447	0	0	61,447	0
				<i>Transportation Fund</i>	

TRANSPORTATION - 2016

Offer	Offer Cost Total	Offer Funding			
		GENERAL FUND Dedicated	Ongoing	OTHER FUNDS	RESERVES
27.10 KFCG ENHANCEMENT: Assistant Traffic Engineer - 1.0 FTE	101,836	0	0	101,836	0
				<i>Keep Fort Collins Great Fund</i>	
169.1 Enhancement: Transportation Climate Action Strategic Plan	150,000	0	0	150,000	0
				<i>Transportation Fund</i>	
7.14 KFCG ENHANCEMENT: Added Transit Service to Harmony Park and Ride	384,257	0	0	384,257	0
				<i>Keep Fort Collins Great Fund</i>	
1.22 Replace Survey Vehicle	40,000	0	0	40,000	0
				<i>Transportation Fund</i>	
169.2 Enhancement: Multimodal Level of Service Update	50,000	0	0	50,000	0
				<i>Transportation Fund</i>	
2.17 ENHANCEMENT: Transportation Planner - 1.0 FTE	85,401	0	0	85,401	0
				<i>Transportation Fund</i>	
25.10 ENHANCEMENT: Alley Improvement Program	150,000	0	0	150,000	0
				<i>Transportation Fund</i>	
170.1 KFCG ENHANCEMENT: Transit and Pedestrian Accessibility	100,000	0	0	100,000	0
				<i>Keep Fort Collins Great Fund</i>	
7.9 KFCG ENHANCEMENT: New South East Transit Fixed-Route Service - 2.0 FTE (including 1.0 FTE Conversion from Hourly to Classified)	812,481	0	0	812,481	0
				<i>Keep Fort Collins Great Fund</i>	

TRANSPORTATION - 2016

Offer	Offer Cost Total	Offer Funding			
		GENERAL FUND Dedicated	Ongoing	OTHER FUNDS	RESERVES
7.20 KFCG ENHANCEMENT: Early Morning Dial-A-Ride Service	98,844	0	0	98,844	0
				<i>Keep Fort Collins Great Fund</i>	
165.2 ENHANCEMENT: Safe Routes to School - School Rotation Schedule	40,000	0	0	40,000	0
				<i>Transportation Fund</i>	
1.18 ENHANCEMENT: Mason Street Enhancement	3,000,000	0	0	0	3,000,000
					<i>General Fund</i>
7.10 KFCG ENHANCEMENT: Evening Service for Select Transit Fixed Routes	423,400	0	0	423,400	0
				<i>Keep Fort Collins Great Fund</i>	
2.14 ENHANCEMENT: FC Walks Program - 0.5 FTE	120,383	0	0	120,383	0
				<i>Transportation Fund</i>	
1.15 ENHANCEMENT: Bicycle and Pedestrian Grade Separated Crossings	1,000,000	0	0	0	1,000,000
					<i>General Fund</i>
2.19 ENHANCEMENT: Travel Demand Management Planner and Program - 1.0 FTE	110,401	0	0	110,401	0
				<i>Transportation Fund</i>	
25.19 ENHANCEMENT: Annexed Roads Improvement Program - 1.0 FTE	992,159	0	0	992,159	0
				<i>Transportation Fund</i>	
7.11 KFCG ENHANCEMENT: Increased Frequencies for Select Transit Fixed Routes	2,112,866	0	0	2,112,866	0
				<i>Keep Fort Collins Great Fund</i>	

TRANSPORTATION - 2016

Offer	Offer Cost	Offer Funding			
	Total	GENERAL FUND		OTHER FUNDS	RESERVES
		Dedicated	Ongoing		
2.9 ENHANCEMENT: Communitywide Travel Behavior Survey Program Launch	100,000	0	0	100,000	0
				<i>Transportation Fund</i>	
2.7 KFCG ENHANCEMENT: Protected Bike Lane Demonstration Project	250,000	0	0	250,000	0
				<i>Keep Fort Collins Great Fund</i>	
1.12 ENHANCEMENT: Lincoln Avenue Improvements, Riverside to Lemay - Design	800,000	0	0	0	800,000
					<i>General Fund</i>
Unfunded Offers	25,075,133	0	767,972	16,257,161	8,050,000
Total Offers	70,049,840	332,008	12,644,260	47,522,878	9,550,694

TRANSPORTATION

1.1 Engineering Services - Funded **2015 - \$2,034,990**
2016 - \$2,077,834

This offer funds the City’s Engineering Department, which is made up of four divisions: Engineering Administration, Surveying, Capital Projects, and Right-of-Way (ROW) and Development Inspection. The Engineering Department also provides services for Traffic Operations, Streets, Community Development & Neighborhood Services, PDT Administration, Transportation Planning, Parks, Utilities, Police Services, Operation Services, IT, Transport, City Attorney’s Office, City Manager’s Office, and Communications.

Engineering provides:

- Executive oversight and coordination of all infrastructure activities within the 580 lineal miles of City ROW (Utilities, development issues [i.e. Foothills Mall, Woodward], etc.)
- Quality assurance of all improvements within the ROW, which reduces long-term maintenance costs
- Surveying services to multiple City departments
- Development review coordination to identify conflicts and opportunities with private and public projects
- Technical engineering support to multiple City departments as it relates to improvement costs and benefits
- Administration of the development capital expansion fee program (Street Oversizing)
- Citywide project coordination efforts with all City departments, private utilities, major private developments, and partner agencies, which help reduce project conflicts and traffic impacts

1.2 City Bridge Program - Funded **2015 - \$1,700,000**
2016 - \$1,700,000

This offer will partially fund the City's Bridge Program, which includes ongoing bridge inspection, emergency repair, minor maintenance and bridge reconstruction for the City's network of 287 bridges. Of these, more than 50 are older than their design life, meaning the likelihood of their needing to be replaced is very high.

We have employed asset management software (Deighton) to analyze and develop a bridge maintenance and replacement optimization schedule. Based on this analysis, we recommend a funding level that is equivalent to two average bridge replacements per year (\$2M) plus \$300,000 for inspection and records maintenance. This level of funding could be used for repairs and/or replacement of bridges throughout the City network. It may be that in any given year one bridge needs to be replaced, and two would need significant repair. Or, to replace one larger, higher-cost bridge may use an entire year’s allocation.

This offer includes \$1.4M for repairs and replacements and \$300,000 for inspections, and would partially fund the recommended amount. The remaining recommended funding (\$600,000) is proposed in an Enhancement Offer (1.21).

Creating long-term, ongoing funding will add flexibility and predictability to the program. This will allow the City to coordinate with other projects in Utilities, Street Maintenance, Parks, Larimer County, Colorado Department of Transportation and other City transportation capital projects.

Bridge projects in this budget cycle will be prioritized based on:

TRANSPORTATION

- Bridge condition and safety
- Partnership and collaboration opportunities
- Grant availability (leveraging of bridge funds)

Bridge Program

- * Conducts inspections of all bridges within the Right-of-Way
- * Maintains database of all inspection reports and construction plans
- * Uses Asset Management Software (Deighton) to develop a bridge maintenance and replacement optimization schedule
- * Maintains critical transportation infrastructure in a data-driven, pro-active, cost-effective manner

1.3 Street Oversizing Program - Funded **2015 - \$2,636,576**
2016 - \$2,640,738

This offer manages and administers the Street Oversizing Program, which is a transportation impact fee program that collects revenue from new developments specifically to mitigate their traffic impacts by constructing arterial and collector roadways.

The program:

- implements the Council's policy of growth paying its fair share of transportation infrastructure
- determines and collects impact fees for new development projects
- provides funding for the "oversized" portion of arterial streets and provides project oversight and management, including review, construction and inspection
- funds the construction of new arterial and collector roadways in conjunction with the adjacent property's local street obligation

To clarify, this is a fee collected upon development. This offer appropriates these funds and authorizes staff to administer the program.

1.4 ENHANCEMENT: Infrastructure Asset Management Program - 1.0 FTE - Funded **2015 - \$0**
2016 - \$0

Long-term asset management for Planning, Development & Transportation (PDT) is a crucial component of maintaining and replacing aging infrastructure. This offer funds an asset manager at 1.0 FTE. Currently PDT has three components of infrastructure being evaluated on separate paths using the same software - pavements, bridges and pedestrian needs. This person will be charged with managing the software, combining the overall transportation infrastructure needs into one analysis, and producing yearly construction programs. This person will collaborate with individual program managers from the Street Maintenance Program, Bridge Program, and Sidewalk Program, as well as the Utility Asset Manager to maximize planning and construction efficiencies. It is important to start developing a long-term strategic financial/operations assessment of our transportation assets.

The PDT Infrastructure Asset Management Program oversees the analysis, data collection and program development of all transportation infrastructure beginning with pavements, bridges, and pedestrian needs. This offer will break down existing funding silos while promoting a collaborative environment between the Utilities and PDT service areas. The funding for the program will come from the Street Maintenance Program, the Bridge Program and the Pedestrian Program.

TRANSPORTATION

1.5 ENHANCEMENT: Street Oversizing City Share - Unfunded **2015 - \$767,972**
2016 - \$767,972

This offer restores the shortfall of \$578,950 per year of the City’s obligation for the Street Oversizing Program that has not been funded through previous budget cycles. The full contribution is crucial to the financial stability of the Street Oversizing Fund. The City has reduced its General Fund contribution to the Street Oversizing Fund by 58%. These budget cuts amount to a shortfall of \$578,950 per year.

To date we have been able to meet our obligations, but as development expands there is a risk.

The Street Oversizing Program is an impact fee program that collects revenue from new developments specifically to mitigate traffic impacts. There are vehicle trips that come from regional growth and changing travel patterns of existing residents that cannot be attributed to new development and cannot be collected in fees. These non-development trips are funded through an annual General Fund contribution into the Street Oversizing Fund. This contribution is calculated to be \$992,000/year for 2015 and 2016, of which \$413,050/year is proposed in a separate offer from the General Fund (1.3).

The cumulative shortfall from 2001 to 2013 is \$4,241,450 and may affect the reimbursement obligations of the Street Oversizing Fund. The annual shortfall was funded by Keep Fort Collins Great funds in 2011-2012.

1.6 KFCG ENHANCEMENT: Pedestrian Sidewalk and Americans with Disabilities Act **2015 - \$150,000**
Compliance Program - Funded **2016 - \$150,000**

This offer funds the Pedestrian Sidewalk and Americans with Disabilities Act (ADA) Compliance Program. To date, the sidewalk program has been funded by the 2005 Building on Basics (BOB) ballot initiative, which prescribed the installation of pedestrian improvements citywide to eliminate hazards and remove obstacles. In 2016, the BOB funding source will no longer be available, which will require the use of additional funds.

Based on the 2013 assessment, a total program cost has been quantified into a 30-year program. With the \$134 million Pedestrian Sidewalk and ADA Compliance Program needs, a sustainable and predictable revenue source is recommended to implement the overall cost to construct a 30-year compliance program. Projected costs will change over time due to inflation, construction of sidewalks by adjacent property owners and private development, and project scheduling based on construction of sidewalks by other City departments (Streets and Engineering Capital Projects Departments).

This offer:

- Supports the recently updated Transportation Master Plan. Approximately \$300,000 per year through 2015 has been allocated for pedestrian improvement projects.
- Seeks to implement the recommendations from the pedestrian needs assessment completed in 2013, which identifies missing or substandard sidewalks and ramps that do not comply with the Americans with Disabilities Act (ADA).
- The ADA required a transition plan be in place by July 26, 1992, that provided for the removal of pedestrian barriers. Any structural modifications were to be completed by Jan. 26, 1995. Without funding to install the required pedestrian facilities, the City of Fort Collins will continue to be in violation of ADA without a proactive effort toward compliance. Noncompliance puts the City at risk of losing federal grant funds.

TRANSPORTATION

- Constructs missing sidewalks and ramps.
- Overall cost of compliance – 30-year compliance target
- Supports prioritization of infrastructure management software.

1.7 ENHANCEMENT: Arterial Intersection (BOB) - Funded **2015 - \$2,220,000**
2016 - \$0

This offer implements ballot-mandated improvements to arterial intersections throughout the City. The projects are prioritized based on the Arterial Intersection Prioritization Study, which included a wide variety of data to develop recommendations, including traffic volume, intersection accidents, intersection delay, pedestrian/bicycle safety and transit operations. The results of the study are aligned with Key Strategic Outcome areas, and focus on providing safe and reliable multi-modal travel throughout the City. The study has been shared with City Council and incorporated into the latest update of the Transportation Capital Improvement Plan.

This offer provides a key strategy to improve safety and traffic flow. The projects have benefits to all modes of transportation and will be built to high standards providing quality infrastructure while keeping maintenance costs low.

This offer funds engineering design, right-of-way acquisitions, and construction of top priority intersections. The City's Building on Basics ¼-cent sales tax has a total of \$2,220,000 programmed for 2015 for arterial intersection and traffic signal improvements. The 2005 ballot language states that “this project will improve traffic flow, safety and capacity at existing arterial intersections throughout the community.”

1.8 KFCG ENHANCEMENT: Mulberry Bridge Urban Design & Landscaping Improvements - Funded **2015 - \$750,000**
2016 - \$0

This offer proposes to fund the second phase of the design, coordination, and construction of urban design and landscaping enhancements for the Colorado Department of Transportation’s (CDOT) Mulberry Bridge (State Highway 14) Replacement Project. As is typical for CDOT projects, CDOT funds are only eligible for the base transportation improvements. All enhancements are the responsibility of the local community.

The City recognizes the importance of the Mulberry Bridge over the Poudre River as a major gateway into the City and downtown Fort Collins, and a significant juncture of the Poudre River, State Highway 14, and the Poudre River Trail. This project provides an opportunity to add enhancements to the bridge and Mulberry Street that identify the character, celebrate the history, and improve the appearance of the City of Fort Collins.

Phase I of these improvements has already been incorporated into the bridge construction. This second phase is a standalone project managed by the City, but is critical to complete the entire vision of the improvements to the bridge, trail and approaching Mulberry Street.

This phase of the enhancements includes:

- Additional Bridge Enhancements
- Bridge Monuments and Signage
- Streetscape Enhancements along, and in, the medians of Mulberry east and west of the bridge
- Irrigation system

TRANSPORTATION

If this offer is not funded, the medians and parkways of Mulberry in this section will be dry-land seeded with no trees or other plantings. Elements of the urban design enhancements to the bridge will be eliminated.

1.9 KFCG ENHANCEMENT: Vine and Lemay Intersection Improvements - Funded **2015 - \$500,000**
2016 - \$500,000

This offer funds the planning, design and right-of-way work for improvements to the Vine Drive and Lemay Avenue intersection in northeast Fort Collins.

Development in northeast Fort Collins is proceeding at a rapid pace, and the City expects this to be the largest area of new development in the future. It is critical that the City dedicate adequate resources to begin the detailed planning and preparation for this complicated project now.

This high priority transportation capital project is ranked in the top ten in the Capital Improvement Projects (CIP) list within the recently adopted Transportation Master Plan. This offer seeks to fund the preliminary design of the Lemay and Vine intersection improvements. There are three main benefits to accepting this offer: 1) we position ourselves for construction funding opportunities as they become available; 2) we clearly define the right-of-way footprint and refine the cost estimate to guide future land use decisions; and 3) since total cost of the project is high, this will help spread the cost over multiple years and sources. The design of the Lemay and Vine improvements is vital to the completion of the realigned Vine Drive, which is the number one project on the CIP list.

Vine and Lemay Intersection Improvements:

- Completing the planning work for this large, complex project will position the project for future funding opportunities, including federal grants and the proposed extension of Building on Basics
- Reduces congestion and improves safety for all modes of travel
- Key part of fulfilling the vision created in the Mountain Vista Sub Area Plan
- Realignment solves long-time problems for adjacent neighborhoods

1.10 ENHANCEMENT: Pedestrian Sidewalk ADA (BOB) - Funded **2015 - \$300,000**
2016 - \$0

This offer funds the Pedestrian Sidewalk and ADA Compliance Program. The 2005 Building on Basics (BOB) ballot initiative prescribed the installation of pedestrian improvements citywide to eliminate hazards and remove obstacles.

Based on the pedestrian needs assessment a total program cost has been quantified into a 30-year compliance program; therefore, an additional enhancement offer has been submitted to supplement the overall cost. Projected costs will change over time due to inflation, construction of sidewalks by adjacent property owners and private development, and project scheduling based on construction of sidewalks by other City departments (Streets and Engineering Capital Projects).

This offer:

- Supports the recently updated Transportation Master Plan. Approximately \$300,000 per year through 2015 has been allocated for pedestrian

TRANSPORTATION

improvement projects.

- Seeks to implement the recommendations from the pedestrian needs assessment completed in 2013, which identifies missing or substandard sidewalks and ramps that do not comply with the Americans with Disabilities Act (ADA)
- Constructs missing sidewalks and ramps
- Ensures level of service compliance
- Supports prioritization of infrastructure management software

1.11 ENHANCEMENT: Willow Street River District Construction, Final Design - Unfunded **2015 - \$250,000**
2016 - \$3,250,000

This project would implement improvements to Willow Street between College Avenue and Lincoln Avenue as identified in the River District Infrastructure Plan. These include the addition of curb, gutter, sidewalk, urban design and on-street parking. Other potential improvements include a linear water feature and green street elements.

The project will complement recently constructed improvements along Linden Street, looking to enhance Willow Street in a similar manner. In addition, the project will maximize on-street parking, recognizing the need for additional parking in the area. The project will also take advantage of existing planning documents, highlighting goals and needs for this section of roadway.

This project will be an extension of a current project developing a Conceptual Level Engineering Design for Willow Street.

Willow Street – River District Construction – Final Design (Enhancement):

- Collaborative effort by Engineering, Planning, Utilities, Parks, Real Estate Services, and the Downtown Development Authority
- Low Impact Development (LID) techniques incorporated into the project
- Conceptual Level designs and cost estimates are currently being developed
- Specific enhancements to pedestrian mobility enhancements
- Opportunity for significant urban design enhancements with features focusing on the historic and cultural significance of the River District
- The ability to maximize on-street parking

1.12 ENHANCEMENT: Lincoln Avenue Improvements, Riverside to Lemay - Design - Unfunded **2015 - \$1,500,000**
2016 - \$800,000

This offer funds the design and right-of-way acquisition for roadway improvements to Lincoln Avenue between Riverside Avenue and Lemay Avenue.

The design will follow the guidance outlined in the recently completed Lincoln Corridor Plan.

The new Lincoln Avenue will be recognized as a great street: an active and vibrant destination and connection that celebrates our history and is a model for sustainability.

The Lincoln Corridor Plan completed a thorough, community-engaged planning process evaluating alternatives for the improvements and recommending

TRANSPORTATION

a preferred alternative.

1.14 KFCG ENHANCEMENT: Transportation Small Capital Projects - Unfunded **2015 - \$250,000**
2016 - \$250,000

This offer funds high priority transportation small capital projects and helps leverage funding, grant and partnership opportunities in 2015 and 2016. This offer requests continuation of the Transportation Small Capital Project Fund that has proven so successful in 2011 and 2012.

Experience has proven that numerous small, high priority projects emerge mid-budget cycle. This proposed fund is small compared to the entire budget of Engineering Capital Projects, but would provide a responsive, flexible resource to address critical unanticipated safety and operational problems.

This fund would provide resources to partner with other departments in the City and outside agencies (Larimer County, Colorado Department of Transportation, railroads, etc.), and take advantage of opportunities to add high priority safety and mobility improvements.

The fund would provide a source for matching funds for any unanticipated grant or leveraging opportunities that arise mid-budget cycle.

This project would be good use for the Keep Fort Collins Great funding.

1.15 ENHANCEMENT: Bicycle and Pedestrian Grade Separated Crossings - Unfunded **2015 - \$1,000,000**
2016 - \$1,000,000

This offer funds design, right-of-way acquisition (if necessary) and construction of one or two high priority bicycle and pedestrian grade separations (underpasses or overpasses).

As bicycle ridership continues to increase in tandem with increasing traffic on arterial streets, demand for grade separated pedestrian and bicycle crossings grows.

A majority of bicycle accidents happen at intersections. Grade separations eliminate this risk, improve bicycle travel times and remove stress from the bicycle experience.

Grade separations have been proposed at numerous locations around the City. Because of utility conflicts and existing topography, some locations work better and are more cost-effective than others. A preliminary process in this project would be to identify the best locations based on criteria including: high density of bicyclists and pedestrians, safety, cost, and feasibility.

Depending on the ultimate cost of the crossings, this offer could potentially fund one or two new crossings.

TRANSPORTATION

1.17 KFCG ENHANCEMENT: Midtown in Motion Implementation - Unfunded **2015 - \$750,000**
2016 - \$0

This offer funds efforts to implement improvements to College Avenue as identified in the Midtown in Motion study. Midtown in Motion stemmed from the City of Fort Collins Transportation Master Plan and the Midtown Plan and focused on the following:

- * Safety
- * Frontage roads
- * Bicycle circulation options
- * Pedestrian circulation
- * Identifying funding and building partnerships
- * Integrate with the planned repaving of College Avenue in 2015 by CDOT

This offer would fund engineering design of recommendations from the Midtown in Motion study, to further refine and define costs, right-of-way impacts and utility impacts, in preparation for future construction. The recommendations that are coming out of the plan include the following main elements:

- 10- to 12-foot multi-use paths, running parallel and adjacent (but separated) from College Avenue. This replaces or widens existing sidewalks and uses part of the frontage roads where they exist. These multi-use paths provide a safe bicycling and walking connection along College within Midtown.
- Changes to frontage road intersections at intersections like Swallow, Harvard and Foothills Parkway. This would change access to the frontage roads to “slip” ramps before and after the intersections eliminating the multiple dangerous movements at the intersections. The frontage roads would become one-way.
- Pedestrian improvements at major intersections. This includes pedestrian refuge islands and raised pedestrian tables across the right turn lanes. The existing intersection improvements at Harmony and College are a good example of the improvements that are being proposed for Troutman, Horsetooth, Drake and Prospect.
- Changing lanes widths from 12-foot lanes to 11-foot lanes. This provides more space for the other recommendations.

We have worked with CDOT to leverage their 2015 resurfacing project, in particular they have agreed to restripe to 11-foot lane widths and clean up other lane configurations based on our recommendations.

1.18 ENHANCEMENT: Mason Street Enhancement - Unfunded **2015 - \$500,000**
2016 - \$3,000,000

This offer funds efforts to implement improvements to Mason Street including Downtown railroad and intersection enhancements. This offer will also fund enhancements along the Mason Corridor that implement elements from the Mason Street Transportation Corridor Master Plan. This project will focus on the following:

- Improving safety for all modes of travel
- Improving appearance and safety at intersections
- Providing bicycle circulation options (on or near the corridor)
- Pedestrian circulation along and across Mason Street
- Ensuring mobility and accessibility for people of all ages and abilities

TRANSPORTATION

- Creating a beautiful, identifiable and unique design
- Identifying funding and building partnerships

This offer would fund architectural and engineering design of enhancements and construction along Mason Street. As the City embarks on the operation of the MAX service, it is imperative to the success of the Mason Corridor to design and construct improvements along the corridor. The Mason Street Transportation Corridor Master Plan identified the following design principles that are intended to reflect the design direction and goals for the Master Plan of the Mason Street Corridor:

- Corridor Character: The design character of the corridor reflects the area that it goes through, while maintaining common elements that give the Mason Street Transportation Corridor a unique appearance and identity.
- Positive Impression: The corridor is a community asset of which the citizens of Fort Collins can be proud.

1.19 ENHANCEMENT: Linden Street (Walnut to Jefferson) - Funded **2015 - \$300,000**
2016 - \$0

The Downtown Development Authority has funded the conceptual design for this project. This work will be completed in 2014. The conceptual design process will help define the option for final design. This offer will fund the final design of this project that will provide for the enhancement of perhaps one of Downtown’s most significant and photographed blocks, the 200 block of Linden Street. This block is one of the City’s most programmed streets, hosting festivals, events and concerts throughout the year. While the streetscape is adequate, this block is primarily a place for cars. This project envisions the possibility of a transformation of the block to a more pedestrian-oriented space in the heart of Downtown.

This project will look at options for the renovation of this important Downtown block of Linden Street. One option may be a combination of pedestrian and auto uses enhancing the Old Town experience. Another option that will be explored is a pedestrian plaza extending the pedestrian mall of Old Town Square through this section of Linden Street. This concept would reconstruct the entire block from building face to building face, creating a space for people year-round.

As the conceptual design for this project progresses, the design concepts will become clearer.

1.20 Railroad Crossing Maintenance - Funded **2015 - \$100,000**
2016 - \$100,000

This offer supports safe, quality infrastructure and smooth traffic flow across the City’s transportation system by replacing broken, dangerous railroad crossings and maintaining adjacent roadway infrastructure. The Colorado Public Utilities Commission requires that the street owner, not the railroad, pay for crossing materials and related roadway infrastructure. Damaged railroad crossings pose a significant safety risk to the motoring public, bicyclists and pedestrians, as well as the potential for liability claims against the City.

1.21 KFCG ENHANCEMENT: City Bridge Program - Funded **2015 - \$600,000**
2016 - \$600,000

Together with the ongoing Bridge Program Offer (1.2), this enhancement offer completes the recommended funding for the City’s Bridge Program, which

TRANSPORTATION

includes ongoing bridge inspection, emergency repair, minor maintenance and bridge reconstruction for the City's network of bridges.

The City has 287 bridges in its inventory. Of these, more than 50 are older than their design life, meaning the likelihood of their needing to be replaced is very high.

We have employed asset management software (Deighton) to analyze and develop a bridge maintenance and replacement optimization schedule. As a result of this analysis, we recommend a funding level that is equivalent to two average bridge replacements per year (\$2M) plus \$300,000 for inspection and records maintenance. This level of funding could be used for repairs and/or replacement of bridges throughout the City network. It may be that within any given year that one bridge needs to be replaced, and two would need significant repair. Or, to replace one of our larger, higher-cost bridges may use an entire year's allocation.

Creating long-term, ongoing funding will add flexibility and predictability to the program. This will allow the City to coordinate with other projects in Utilities, Street Maintenance, Parks, Larimer County, Colorado Department of Transportation and other City Transportation Capital Projects.

Bridge projects in this budget cycle will be prioritized based on:

- Bridge Condition and Safety
- Partnership and collaboration opportunities
- Grant availability (leveraging of bridge funds)

Bridge Program

- * Conducts inspections of all bridges within the Right-of-Way
- * Maintains database of all inspection reports and construction plans
- * Uses Asset Management Software (Deighton) to develop a bridge maintenance and replacement optimization schedule
- * Maintains critical transportation infrastructure in a data-driven, pro-active, cost-effective manner

1.22 Replace Survey Vehicle - Unfunded

2015 - \$0

2016 - \$40,000

One of Engineering's survey vehicles is a 2002 Chevrolet Suburban. While relatively low on miles, the vehicle is driven in much harsher conditions than would ordinarily be the case. It maintains a constant load of greater than half a ton, is regularly used off-road and on construction sites, and is almost solely driven in start-stop conditions. As a result, the truck requires and will continue to require a significantly increased amount of maintenance; the most major issue is the strong likelihood of having to replace the transmission.

Moreover, a replacement truck would provide a substantial safety improvement over the current vehicle. In addition to overall advances in safety technology, the new truck would allow for all survey gear to be stored in compartments completely separated from the cab. In the current vehicle this is not the case.

TRANSPORTATION

1.23 ENHANCEMENT: Railroad Switching Operations Study - Funded **2015 - \$50,000**
2016 - \$0

This offer supports safe, quality infrastructure and smooth traffic flow across the City’s transportation system by providing a consultant to conduct a feasibility study to relocate the railroad switching operations that cause substantial traffic congestion in northern Fort Collins. Delays due to railroad switching operations are one of the most-often received complaints from the traveling public relating to congestion.

2.1 KFCG ENHANCEMENT: Travel Demand Management Plan - Unfunded **2015 - \$125,000**
2016 - \$0

One of the most difficult issues the City deals with is traffic congestion. Traffic and transportation experts agree communities cannot build their way out of congestion with wider and more roads. The City currently tackles congestion through a number of strategies including: targeted intersection improvements (better turn lanes), a state-of-the-art traffic management system (where all the traffic lights are controlled), traveler information on FCTrip, and programs like FC Bikes and Climate Wise to encourage people to walk or bike instead of drive. As the population continues to grow, and traffic with it, the City needs as many tools as possible to keep traffic flowing. Reducing the demand on our roads (in particular from single-occupancy automobiles) is another proven strategy to address congestion. This is referred to as travel demand management.

This offer funds a consultant contract to develop a comprehensive Travel Demand Management Plan. This plan will assess the City’s current strategies and develop recommendations for additional approaches into a comprehensive and coordinated program. This planning effort will include:

- Review of existing programs, policies and strategies
- Research of best practices
- Alternatives and recommendations for improvements or new strategies
- The development of a cross-departmental team
- An implementation plan
- Broad public engagement

Travel demand management can improve performance and reliability of the City's existing transportation system. Examples include:

- Development or expansion of ridesharing programs, including school commuting
- Improved access to transit services through subsidized transit costs for employees, along with improvements to the transit system
- Developing flex-time work schedules to reduce peak time congestion
- Improved traveler information, including mobile applications, intelligent transportation systems and way-finding
- Changes to how parking costs are managed to reflect a more direct cost to the user

2.5 KFCG: FC Bikes and Bike Library - Funded **2015 - \$255,159**
2016 - \$256,080

This offer requests KFCG resources to maintain the current staffing and services of the FC Bikes Program and supplement existing grant funding. The FC Bikes Program implements the City's Bicycle Plan and Bicycle Safety Education Plan. The work of the FC Bikes program has contributed to Fort Collins' designation as a Platinum Bicycle Friendly Community, one of only four in the country.

TRANSPORTATION

The FC Bikes Program applies a comprehensive set of strategies to improve safety and education for all transportation system users, while enhancing the accessibility of bicycling for people of all backgrounds across the community. Implemented in collaboration with community partners, the current FC Bikes Program includes:

- Bicycle safety education and encouragement programs (e.g., Bicycle Ambassador Program, safety classes, Open Streets and Bike Month events)
- Development and implementation of the City's Bicycle Master Plan, including bicycle infrastructure
- Targeted enforcement and safety education
- Community and business outreach to promote bicycling

This offer also provides the resources to maintain the current service of the Fort Collins Bike Library. Building on the strong culture of cycling in Fort Collins and increasing the accessibility of bicycling to visitors and residents, the Bike Library allows people to check out a bike, use it for up to a week, and return it. All check-outs include a helmet, bike lock and safety information. In 2014, the Bike Library moved from Old Town Square to the Downtown Transit Center, offering seamless connections to transit. The Bike Library now operates from April through December with expanded hours compared to previous seasons. This offer provides necessary funds for the Bike Library to continue operation over the next two years based on the 2014 service model. A separate Enhancement Offer (2.6) has been submitted to expand the Bike Library through self-checkout stations of public bikes around town.

2.6 KFCG ENHANCEMENT: Bike Share Coordinator and Expanded Self-Checkout Bike Share System - 1.0 FTE - Unfunded **2015 - \$354,287**
2016 - \$150,825

This offer funds expanding the Fort Collins Bike Library as recommended in the 2014 Bike Share Business Plan, Transportation Master Plan and Bicycle Plan. The Business Plan proposes expanding the Bike Library through a citywide system of automated, self-checkout bike stations to serve a critical role in the City's public transportation system. Bike share would improve mobility overall by providing more transportation choices to residents and visitors while providing an inexpensive and easy last-mile option to help MAX and other transit users get to their final destination.

Public outreach, stakeholder engagement and the City's recent studies on bike share informed the proposed Bike Share model: a phased system that integrates key elements of the current Bike Library, and in Phase 1, establishes automated bike share stations Downtown, at CSU and along the MAX line, with future phases expanding to other areas in the city. This offer supports the installation of 20 stations and 200 bikes.

The total capital costs of Phase 1 are approximately \$1.1 million and the estimated cost for five years of operations is \$2.6 million (of which \$1.1 million will be recouped through membership and user fees). This offer will fund 25% of the total anticipated start-up costs, in addition to funding a 1.0 FTE Bike Share Program Coordinator contract position to manage the program (marketing, sponsorship, system planning and contract management). The Business Plan recommended City management of the program with a third-party operator, which has been a successful model in other cities. Remaining costs will be covered through a combination of grants, donations, sponsorships and user fees, and will leverage strong partnerships the City has established with CSU, the Downtown Development Authority, Visit Fort Collins and other stakeholders. The City contribution toward Bike Share is expected to decrease over time as additional funding is secured through sponsorships, grants and other sources.

TRANSPORTATION

2.7 KFCG ENHANCEMENT: Protected Bike Lane Demonstration Project - Unfunded **2015 - \$50,000**
2016 - \$250,000

This offer provides the necessary resources to fund the planning, design and construction of a protected bike lane demonstration project as an early implementation item of the 2014 Bicycle Master Plan (in progress). The Bicycle Plan will revise the City’s proposed bikeway network and identify a prioritized set of bicycle infrastructure recommendations, including protected bike lanes, to achieve a safe and connected bicycle network.

A protected bike lane is a bike lane that is physically separated from motor vehicle traffic, combining the user experience of a separated path with the on-street infrastructure of a conventional bike lane, offering a higher level of comfort for potential cyclists. Protected bike lanes have been successfully implemented in cities around the U.S., and have resulted in significant ridership increases, safety improvements, and economic and health benefits.

In 2014, the City applied to be a part of the national Green Lane Project, to provide technical support for implementing a protected bike lane. Although not awarded, the application was supported by the Downtown Business Association, Downtown Development Authority, CSU, the City’s Bicycle Advisory Committee and other stakeholders, demonstrating communitywide support for advancing innovative bicycle infrastructure projects.

This offer funds project selection, preliminary design, public outreach, engineering, construction and post-evaluation of a protected bike lane. This project will allow the City to test and research best practice designs for creating a safer environment for all transportation system users, while supporting future implementation of similar facilities along other corridors.

Based on initial analysis and best practices, the following corridors will be considered as candidates for implementation:

- Harmony (supported by the Harmony ETC Plan)
- Laurel (Shields to College)
- Lake (partnership w/CSU)
- Shields (partnership w/CSU)

2.9 ENHANCEMENT: Communitywide Travel Behavior Survey Program Launch - Unfunded **2015 - \$150,000**
2016 - \$100,000

The City’s Transportation Master Plan identifies policies for increasing active transportation (biking, walking, transit) mode share. This offer funds an annual communitywide travel behavior survey program to provide comprehensive and accurate data on resident and employee multimodal travel and how these travel patterns change and adapt to the City’s program, policy, and infrastructure investments. The current method of estimating mode share and other travel behavior relies upon regional or census surveys that are infrequent and/or not statistically valid. This yields less confidence in the data and its use in decision-making.

Deploying new data-collection technologies and best practices from communities across the country, and establishing an ongoing program would allow staff to measure progress toward a variety of City performance targets. These methods would allow staff and Council to measure the satisfaction, use and relevance of new multimodal transportation investments. This would provide a communitywide data set of multimodal travel use that could be used to cost-effectively direct resources for improvements.

TRANSPORTATION

Staff will work with multiple City departments and contractors to identify data collection methods, data tracking, and annual reporting tools that track changes in multimodal travel citywide. This will include identifying and then deploying methods that could track the following trends:

- Modal shift by trip purpose (work, shopping, school, etc.)
- Telecommuting trends
- Trip characteristics by mode
- Vehicle occupancy
- Vehicle ownership and availability
- Trip distance
- Trip start times
- Traveler demographics (age, occupation, gender, etc.)

All information will be collected via techniques and technology that ensure respondent demographics are representative of the population as a whole. This data-driven approach will help provide a baseline understanding of how and why members of the community travel and how we can better plan for the future.

2.11 Transportation Planning Services - Funded **2015 - \$568,014**
2016 - \$576,425

This offer is to fund ongoing services of the FC Moves department in the Planning, Development & Transportation service area. A primary function within FC Moves is transportation planning. Services include: corridor plans, Master Street Plan, pedestrian planning, capital improvement plan, travel demand modeling, bicycle planning, street standards and development review. These plans guide and inform how the City’s transportation systems are built, operated and maintained. These services are key components of a healthy, efficient, innovative, safe, and sustainable community and economy. The other functions within FC Moves are the Safe Routes to School Program and FC Bikes; those functions are funded through separate offers and grants.

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 in order to secure regional, state and federal transportation funds, and for ensuring consistency between local and regional plans.

The 2015-2016 Transportation Planning work plan includes:

- Implementation of City Plan and Transportation Master Plan
- Enhanced Travel Corridor master plans for the North College/Mountain Vista, West Elizabeth, and Prospect Road corridors
- Project Management for the 2016 Transportation Master Plan
- Development of local, regional, federal and state grant applications for funding multimodal transportation plans, programs and projects
- Travel demand model maintenance, updates and support
- Ongoing management and updates to the City’s Master Street Plan and multimodal Capital Improvement Plan
- Development review services to support implementation of City’s transportation plans

TRANSPORTATION

- Supporting the City’s energy, air quality and sustainability goals
- Program management for FC Bikes and Safe Routes to School

2.12 ENHANCEMENT: BOB Bicycle Plan Implementation - Funded

2015 - \$125,000

2016 - \$0

This offer applies the 2005 Building on Basics (BOB) annual funding allocated for bicycle improvement projects for 2015. The approved BOB tax package included \$125,000 per year through 2015 for bicycle improvement projects to implement the adopted Bicycle Plan in Fort Collins. This provides funding for capital projects such as on-street bike lanes, off-road bicycle trails, wayfinding and etiquette signage, bicycle parking, and street crossings to promote cycling and safety.

The voter-approved BOB Bicycle Plan implementation ballot initiative set aside \$1 million over 10 years to be spent on capital expenditures (infrastructure construction and matching grants). Projects using the BOB Bicycle Plan funds implement the Bicycle Plan and Bicycle Safety Education Plan, and are important elements of realizing the goals that are set forth in City Council policies as articulated in City Plan and the Transportation Master Plan.

The BOB Bicycle Plan funds are used to increase the safety and accessibility of the City’s bicycle network. Examples of projects that will be considered as part of the 2015 project selection process:

- Intersection Improvements: This program will proactively address bicycle safety needs at intersections throughout the City as identified in the Bicycle Master Plan.
- Bicycle Parking: This program provides funds for improving and expanding City-provided bicycle parking throughout Fort Collins.
- Bicycle Facilities: This program will implement priority projects as identified in the Bicycle Master Plan including bike lanes, buffered bike lanes, wayfinding signs and neighborhood greenways.
- Bicycle Counters: This program will install automated counters and have others to deploy as needed to assess bicycle system usage and to more effectively plan for facilities.

Specific corridors that are being considered as priority locations are Shields Street, Laurel Street, Harmony Road, and Swallow Road.

2.14 ENHANCEMENT: FC Walks Program - 0.5 FTE - Unfunded

2015 - \$49,499

2016 - \$120,383

This offer funds development of a new program called FC Walks that will focus on citywide walking and pedestrian issues in accordance with the City Council-adopted Pedestrian Plan. FC Walks is modeled after successful walking programs in cities such as San Francisco (Walk San Francisco), and builds upon the programming and brand recognition of the FC Bikes program. The purpose of the program is to elevate the emphasis on walking and pedestrian needs to match that of other modal programs in the City.

The addition of a 0.5 FTE hourly FC Walks Coordinator will give the City the opportunity to be a leader in promoting walking, improving sidewalks and other pedestrian infrastructure, addressing safety issues and advancing healthy living. This program will have particular appeal for the growing senior population, as well as families with children and tourists. The types of programs or initiatives that will be led by the FC Walks program include:

TRANSPORTATION

- Guidance and promotion for the development of walk-to-work programs
- Coordination of various pedestrian functions within PDT and throughout the City, ensuring that infrastructure planning, engineering, construction, maintenance and programming are consistent
- Development of walking maps
- Marketing campaign promoting walking
- Special events such as Car-Free Days or charity walks
- Educational and historical walks
- Further strengthening partnerships with organizations such as the Coalition for Activity and Nutrition to Defeat Obesity (CanDo), Healthier Communities Coalition, University of Colorado Health's Aspen Club "Wellness Walkers," Northern Front Range Wanderers, Visit Fort Collins, and the Downtown Business Association
- Implementation of the City's Pedestrian Plan
- Track and assess pedestrian safety issues
- Trip survey to assess mode split, including those who walk, to establish baseline numbers for comparison with future goals related to walking

2.15 ENHANCEMENT: FC Moves Administrative Assistant - 0.5 FTE - Unfunded **2015 - \$32,816**
2016 - \$33,571

This offer is to fund an additional 0.5 FTE classified administrative assistant. Currently the FC Moves department's staffing includes one 0.5 FTE classified administrative assistant position, so this offer would result in a full 1.0 FTE.

FC Moves is a department with diverse functions, including transportation planning, FC Bikes, and Safe Routes to School. Each of these functions is involved in project management, public outreach and engagement, and administrative tasks that demand considerable administrative support and resources. With the current 0.5 FTE staffing level, we are unable to provide comprehensive support for all of the projects undertaken by the department. In these instances, professional staff or consultants must take on tasks that could be more economically handled by an administrative assistant.

If funded, the administrative assistant position will provide support for specific transportation planning projects such as Enhanced Travel Corridor Plans and the update to the Transportation Master Plan. In addition, the position will support ongoing activities of the FC Bikes and Safe Routes to School programs. In addition to project and program support, the administrative assistant organizes and supports public engagement events, professional training seminars, and meetings for professional staff.

2.16 KFCG ENHANCEMENT: Transportation Master Plan - Unfunded **2015 - \$0**
2016 - \$400,000

This offer will fund consultant services to update the Transportation Master Plan (TMP). In 2011, the City's comprehensive plan (City Plan) and the Transportation Master Plan were updated under a unified process called Plan Fort Collins. These plans have a five-year update schedule, making 2016 the required update year.

The 2016 TMP will establish a vision, strategies and policies for transportation in Fort Collins with a planning horizon of 2040. The TMP will build upon the

TRANSPORTATION

themes of balanced transportation choices, integrated transportation and land use, and a triple-bottom-line approach to sustainability, while providing clear links between transportation decisions the City’s energy and greenhouse gas (GHG) policies. This planning effort will advance alternatives and strategies that will guide the City toward its sustainability and carbon reduction targets while maintaining and enhancing a high quality of life and economic health.

Key elements of the TMP include:

- Analysis of existing conditions, emerging challenges, new data, and the effectiveness of existing policies, programs and strategies
- Development of a Transportation Vision consistent with Envision Fort Collins
- Alternatives development and evaluation, including options for achieving GHG and energy goals
- Forecasting of future conditions and iterative modeling of land use and transportation alternatives
- Guidance on issues of modal hierarchy, multimodal level of service, and transportation equity
- Strategies, policies and an action plan for achieving the project vision and goals

The new TMP is an opportunity to bring state-of-the-practice approaches and applications to Fort Collins, and to establish the City as a leader in transportation innovation and sustainability. This will be a collaborative, cross-departmental effort that will engage stakeholders from across the PDT Service Area and the City organization as a whole. This offer has close links to offers advanced by Planning Services.

2.17	ENHANCEMENT: Transportation Planner - 1.0 FTE - Unfunded	2015 - \$83,536
		2016 - \$85,401

This offer funds a new 1.0 FTE classified transportation planner. This new position would support and enhance FC Moves' various transportation planning projects and programs. Currently, the department’s staffing includes two full-time planner positions (a senior transportation planner and a transportation planner).

The position funded by this offer would be responsible for providing professional transportation planning analysis, project management support and technical assistance to project teams as they implement the department’s work plan. In 2015-2016, FC Moves will produce several Enhanced Travel Corridor (ETC) Master Plans, develop a number of planning studies and preliminary designs for enhancement and demonstration projects, and engage in a major update to the Transportation Master Plan. As the volume of work being managed by FC Moves has grown, it has become increasingly necessary to make use of the technical expertise and manpower of transportation consulting firms. While this is a highly efficient and effective method of producing large amounts of high quality work, the work program has now grown enough to justify additional dedicated staff. By bringing more project management support and routine planning analysis in-house, FC Moves can free up consultant resources for unique tasks requiring highly specialized skills. This position would allow more efficiency and higher quality planning products in the event that the FC Moves work plan is funded at a level equal to or greater than the 2013-2014 budget cycle (two to three significant projects per year).

Duties of this new position would include:

- Assisting senior staff with project management and planning tasks
- Developing alternatives and conducting analysis and evaluation
- Maintaining and operating travel modeling and other transportation software
- Engaging with the public, other departments and agencies on transportation issues

TRANSPORTATION

2.18 ENHANCEMENT: Bicycle Infrastructure Investments - Funded **2015 - \$75,000**
2016 - \$75,000

This offer funds bicycle infrastructure enhancements as recommended in the City’s Bicycle Master Plan to significantly increase bicycle ridership, improve safety and achieve a connected network of bicycle facilities. Through increased strategic investment in innovative bicycle initiatives, the City can reach its goal of becoming a world-class cycling city, where people of all ages can safely ride a bike.

Improving the bicycle network and increasing the bicycle mode share will offer environmental, health, economic and social benefits communitywide. To achieve this level of bike-friendliness, innovative strategies will need to be implemented to establish a safer and more inviting bicycling environment for everyone.

This offer will fund key one-time recommendations based on the City’s Bicycle Master Plan and feedback received on the 2013 Bicycle Friendly Community application, including the following:

- Bicycle green street enhancements
- Striping improvements for bicycles
- Advanced bicycle intersection treatments
- Bicycle wayfinding
- Quality bicycle parking
- Multi-modal connections

2.19 ENHANCEMENT: Travel Demand Management Planner and Program - 1.0 FTE - Unfunded **2015 - \$108,536**
2016 - \$110,401

This offer funds a Travel Demand Management (TDM) Program to develop and deploy innovative transportation management solutions across the city. The program includes a 1.0 FTE classified position to serve as the TDM Planner responsible for program administration. The TDM planner would work with the business community, City staff and residents to create and manage voluntary commute trip reduction programs.

Rather than adding more travel lanes, TDM improves the efficiency of the roadway system by shifting trips from single-occupancy vehicles (SOV) use to other modes. Additionally, TDM strategies shift travel patterns through flexible scheduling so that everyone is not driving at the same times. TDM strategies apply a number of approaches involving coordination across departments and fields ranging from policy development to parking management. Some examples include:

- Improved access to and coordination of transportation options like biking, walking, transit and ride sharing
- Incentive programming for telework and flex schedules, congestion pricing, road space allocation and access to transit passes
- Parking management strategies including parking planning, priority parking programs and strategies for mixed-use applications
- Technology applications including programming for mobile devices and intelligent transportation systems

TRANSPORTATION

The TDM Program will work closely with the City's ClimateWise program and its network of business partners. By leveraging the success and experience of Climate Wise the program will reduce SOV trips by offering hands-on assistance including training, implementation tools, networking opportunities, encouragement and recognition. The TDM program will also coordinate parking planning and management solutions that help integrate on- and off-street parking with transit, bike and pedestrian facilities, mixed-use and Transit Oriented Development areas, and other elements of the overall transportation system.

7.1 Transit Local Fixed Routes - Funded **2015 - \$5,068,806**
2016 - \$5,206,439

This offer funds fixed-route transit service within the City of Fort Collins. This offer is a request for Transfort to continue to provide the following transportation options for the City's residents: transit service throughout the City along 17 routes, extended hours of service on participating MAX "feeder routes," and additional east/west routes to support MAX.

Specifically, this proposal will pay for bus operator salaries and benefits, fleet maintenance expenses, fuel (bio-diesel and Compressed Natural Gas CNG), insurance and operator uniforms.

This offer funds 65,814 hours of revenue service for each of the budget cycle's two years. Anticipated levels of ridership are in excess of 1.9 million trips per year. Over the last five years, fixed-route ridership has increased by 22%, and over the last 10 years, ridership has increased by 53%. These increases in ridership represent corresponding returns on investment of 44% and 39% respectively for the community's direct investment into added service during those timeframes.

Funding for this offer will come from a variety of sources: federal funding in the form of FTA Section 5307 grants, advertising fees from the buses and bus shelters along the routes, fare revenue, grant funding from the Bohemian Foundation (that allows the youth population to travel free of charge on all routes), an agreement with the Associated Students of Colorado State University, revenue from the use of Transfort's bus wash facility on Trilby Road, and finally, from the General Fund.

7.2 ENHANCEMENT: Safe Ride Home - Funded **2015 - \$99,876**
2016 - \$0

This offer partially funds the Safe Ride Home program. In collaboration with the Associated Students of CSU (ASCSU), this offer will provide transportation services between CSU student housing areas and Downtown Fort Collins on Friday and Saturday nights throughout 2015.

Initially conceived in 2011 (Resolution 2011-108), the Safe Ride Home program was funded in the 2013-2014 BFO process by ASCSU and Police Services (via the Camera Radar Fund), and operated by Transfort. The program has been very successful since its inception and provides approximately 220 rides on an average weekend night.

The Safe Ride Home program operates two fixed routes - Green & Gold - between CSU student housing areas and Old Town Square. Service begins at 10:30 p.m. and ends at 2:30 a.m. two nights per week. The Green & Gold routes are contracted out by Transfort to a third-party transportation vendor and the service itself is audited on a regular basis by Transfort staff. Fares are intentionally kept low (\$1 per ride) so as to encourage use. In addition, Parking

TRANSPORTATION

Services offers deeply-discounted overnight parking rates to riders that otherwise may have driven home.

Specifically, this offer will solely fund the third-party vendor rates for providing service along the Green & Gold routes, less the offsetting fares and contributions from ASCSU.

7.3 FLEX Regional Service - Funded

2015 - \$777,522

2016 - \$796,265

This offer provides the continued operation of FLEX - the regional fixed-route service that connects Fort Collins and Longmont. FLEX is truly a collaborative service among the communities of Fort Collins, Loveland, Berthoud, Boulder County and Longmont. More than 9,000 revenue hours of fixed-route service are provided each year and the service is used by 550 passengers per average day. Through a ride-sharing agreement, ECO-Pass and COLT passengers can transfer to and from FLEX at no additional charge, thus creating an attractive and affordable mode of travel from Fort Collins to the northern portions of the Denver Metropolitan area.

FLEX regional fixed-route service operates Monday through Saturday, with the first bus leaving the South Transit Center (STC) at 5:41 a.m. and the last bus coming back to the STC at 7:55 p.m. Included costs for this offer are bus operator salaries and benefits, vehicle maintenance charges, fuel costs, insurance allowances and uniform charges.

Due to this offer's collaborative nature, minimal funding is requested. Funding is currently received from a variety of sources: federal grant funding (Section 5307), state grant funding (FASTER), local matching contributions from the communities of Loveland, Berthoud, Longmont and Boulder County, advertising fees, and offsetting fares.

7.4 MAX Bus Rapid Transit Service - Funded

2015 - \$2,337,221

2016 - \$2,399,364

This offer funds MAX Bus Rapid Transit (BRT) operations during 2015 and 2016. This offer addresses the following specific costs that MAX service will incur: bus operator salaries and benefits, vehicle maintenance charges, fuel costs, uniform charges, maintenance and support costs for all of the newly installed technology along the BRT guideway (i.e., security cameras, ticket vending machines, digital signage, bus locators, and automatic announcements), and liability insurance required exclusively for the BRT guideway.

MAX began operations in May 2014, providing mobility along a dedicated five-mile corridor between the Downtown Transit Center on Mason Street and the newly constructed South Transit Center just south of the intersection of Harmony Road and College Avenue.

MAX replaces existing service operating within the College Avenue corridor and offers enhanced service through increased frequency and extended service hours: six days per week from 5 a.m.-midnight with 10-minute frequencies at peak times. The MAX vehicles are 60 feet in length and are powered by Compressed Natural Gas (CNG).

TRANSPORTATION

7.5 Dial-A-Ride Service - Funded **2015 - \$1,634,299**
2016 - \$1,768,297

The Americans with Disabilities Act (ADA) of 1990 stipulates that any transit agency offering fixed-route service must also provide paratransit service to eligible passengers that reside within 3/4 of a mile of that 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 upon their inability to access fixed route bus services due to a disability.

Dial-A-Ride is the name used for Transfort's paratransit service and 100% of the service is provided by a third-party vendor. Budget amounts referenced in this offer are a sum of the vendor's contracted per-passenger rates plus a monthly stipend for a dispatch function.

In 2007, City Council agreed to Transfort's request to limit paratransit ridership to ADA-eligible passengers. That same year Dial-A-Ride saw a reduction in ridership of 35,000 trips over the previous year and current ridership stands at 34,000 trips per year (although it is set to increase with the introduction of additional fixed-route service in 2014). Since 2011, Transfort has contracted out 100% of its paratransit service to a third-party vendor, absorbing Dial-A-Ride operators into fixed-route service while reducing the net operating cost per Dial-A-Ride passenger from \$39.50 in 2010 to \$27.67 in 2013, a 30% reduction in cost.

This offer will specifically pay for contract provider expenses - based on a per-passenger charge and inclusive of a dispatch function - and for the Transfort staff that are employed to manage the Dial-A-Ride program. Funding for this offer is anticipated from three major sources: federal funding in the form of Federal Transit Administration (FTA) Section 5307 grant funding, passenger fares (\$2.50 per trip), and City of Fort Collins General Fund.

7.6 Transit Support Services - Funded **2015 - \$3,341,160**
2016 - \$3,419,611

Transfort is seeking funding for the provision of necessary services in support of bus operations. This offer addresses support services such as: road supervision, transit center staffing, facility maintenance, utility costs, service development and public outreach, administrative staffing, communication expenses (telephone, wireless, etc.), passenger safety and code enforcement, supplies, and liability insurance. Support services form a critical piece of the Transfort organization, but staff is also cognizant of their fiduciary responsibility in keeping overhead expenses in check and not exceeding the overall role of supporting operations. As such, this proposal includes only those expenses that directly support the overall mission of Transfort, with the safety of passengers and staff a foremost consideration for inclusion.

In 2015 and in 2016, Transfort will provide in excess of 116,000 revenue hours of fixed-route service, operate a Bus Rapid Transit (BRT) corridor, expand hours of operation by 50%, manage the delivery of 40,000 paratransit trips, operate three major transit centers, collaborate with other Front Range communities to provide a regional transit link to Longmont, manage more than \$3 million in federal and state grant funding, provide four new fixed routes in and around the CSU campus, and manage multiple technologically advanced transit features - all while ensuring the safety of nearly three million passengers per year. This offer directly addresses all of the ancillary needs of such a broad mission.

Since 2003, Transfort has increased fixed-route ridership by 53% - an increase of 791,828 trips. During the same period, hours of service have increased

TRANSPORTATION

by 38%. This increase equates to a return on the City's investment in Transfort of 39%. To accentuate this point, the net operating cost of providing transit service to a single passenger since 2003 has only increased by \$0.02.

7.7 Transit Capital Repair & Replacement - Funded **2015 - \$375,000**
2016 - \$375,000

This offer requestings appropriations totaling \$375,000 in 2015 and in 2016 for capital repair and replacement items. Transit fund reserve funding is requested in the amount of \$75,000 for local match contributions for projected federal capital grant funding of \$300,000 each year for fleet replacement or maintenance equipment upgrades.

Transfort annually receives federal grant funding for the repair and replacement of its capital equipment and facilities. Over time, federal funding has allowed Transfort to repair and renovate its existing maintenance facility, bus stops and transit centers, and to implement new technology that benefits Transfort and its customers.

7.8 KFCG ENHANCEMENT: Transfort Sunday Service - 17.0 FTE (14.0 FTE Conversion from Hourly to Classified) - Unfunded **2015 - \$984,582**
2016 - \$1,018,692

This offer funds fixed-route service for MAX bus rapid transit, key transit routes and complementary ADA-mandated paratransit service on Sundays.

Currently, Transfort provides service Monday-Saturday, except for holidays. The demand for Sunday service has been growing and is one of the top citizen-requested service enhancements. While Sunday service on MAX is recognized as a critical need by the community, particularly Downtown businesses and area innkeepers, this offer proposes a broader and more cohesive approach by providing service on key connecting transit routes in addition to MAX. These routes are essential as they extend the reach of transit, providing an important source of ridership linking to the MAX service.

One of the positive economic outcomes of this offer is that it enhances the access to commercial and retail locations on Sunday. Many businesses in Fort Collins see the majority of their customers on Saturday and Sunday. Providing easy mobility and access to these locations on Sunday will enhance local business and sales tax generation. In addition Sunday transit service will enhance the attractiveness of Fort Collins to visitors. Many visitors, particularly those traveling internationally and attending conferences at CSU, would choose to use public transportation if available on Sundays. Sunday service could also help to address parking and congestion concerns generated by large events such as NewWestFest.

Another positive outcome is the benefit to people who depend on transit for their daily mobility needs. Currently our transit-dependent populations of seniors, disabled and low-income individuals have little to no mobility options on Sunday leaving many stranded in their own homes. These are people who want to be able to go shopping, have a job, attend church or just be able to visit friends and family.

Annual ridership is estimated to be 155,170, which has the potential of reducing Greenhouse Gas CO2 emissions by 49,654 pounds per year.

TRANSPORTATION

7.9 KFCG ENHANCEMENT: New South East Transit Fixed-Route Service - 2.0 FTE (including 1.0 FTE Conversion from Hourly to Classified) - Unfunded **2015 - \$762,245**
2016 - \$812,481

This offer expands both fixed-route and demand response in (Dial-A-Ride) service to the southeast area of Fort Collins.

Transit service in the southeast area has been a top transit service citizen request. This offer would provide new transit service to senior and low-income housing, and social service entities. It also provides services to the Provincetown, Stanton Creek, Trilby Heights, Brittany Knolls, Huntington Hills, Paragon Point, Southridge, Stanton Creek, Skyview, Miramont, Oakridge, Fossil Creek and other neighborhoods. It would provide access to key destinations including the South Transit Center, Foothills Gateway, Touchstone Health Partners, Fossil Creek Community Park, Harmony Market (Ace Hardware, Kohl's and Sam's Club), Harmony Centre (King Soopers), and Arbor Plaza (Walmart).

To best serve the southeast area, this offer proposes a new transit fixed route operating every 30 minutes, from 6:30 a.m.-6:30 p.m. Monday-Saturday. The fixed route would be a counter-clockwise loop starting at the South Transit Center, proceeding south on College Avenue, traveling east on Trilby Road, traveling north along Lemay, traveling west on Harmony Road, and returning to the South Transit Center. The offer includes ADA-mandated complementary demand response service within ¼-mile of the fixed route.

Projected ridership for this route would be 64,614 annual fixed route trips and 13,398 annual demand response trips. Compared to single-occupancy vehicle emissions, these transit trips have the potential to reduce Greenhouse Gas Emissions by 20,676 pounds.

7.10 KFCG ENHANCEMENT: Evening Service for Select Transit Fixed Routes - Unfunded **2015 - \$413,531**
2016 - \$423,400

This offer funds evening transit service on several major transportation corridors. These corridors include Lemay Avenue between Lincoln and Swallow; Lincoln Avenue between Jefferson and Lemay; Vine Drive, Laporte Avenue and Mulberry Street between Taft Hill and I-25; and Prospect Road between Stover and Sharp Point. Evening service would be provided from 6:30-10:30 p.m. Monday–Saturday.

Transfort serves these corridors through several existing routes, and no new routes are proposed as part of this offer. However, fixed-route service currently ends at 6:30 p.m. The lack of evening service in these areas limits access by residents, visitors, and shift workers to key activity centers and employment areas. Key employers and destinations that will benefit from evening service include Poudre Valley Hospital, Larimer County Human Services, Woodward Governor, Larimer County Detention Center, Poudre School District Administration Offices, and the hospitality cluster on East Mulberry Road.

Extending the hours of service in these areas is one of Transfort's top customer service requests and would bring consistency in operational hours across the entire transit network. Consistency across the fixed-route transit system is a benefit for riders, enhancing ease of travel, and for businesses, increasing both customer and employee transportation options. The offer also complements the evening service that was funded by Council on key east-west routes that connect to MAX.

This offer is consistent with the Draft Lincoln Corridor Plan and the Transit Strategic Operating Plan. Service on these major streets is projected to generate 77,316 annual trips, a potential reduction in Greenhouse Gas emissions of 24,741 pounds. This offer does not include complementary

TRANSPORTATION

Dial-A-Ride service, as the City already provides evening Dial-A-Ride service until 11 p.m.

7.11 KFCG ENHANCEMENT: Increased Frequencies for Select Transit Fixed Routes - Unfunded **2015 - \$2,063,431**
2016 - \$2,112,866

This offer funds enhanced peak frequencies on select transit routes serving several major transportation corridors. These corridors include Lemay Avenue between Lincoln and Swallow; Lincoln Avenue between Jefferson and Lemay; Vine Drive, Laporte Avenue and Mulberry Street between Taft Hill and I-25; Taft Hill Road between Elizabeth and Drake; Drake Road between Taft Hill and Shields; and Prospect Road between Stover and Sharp Point.

Transfort serves these corridors through several existing routes, and no new routes are proposed as part of this offer. The offer improves frequencies from 60 to 30 minutes on six routes during peak periods (generally, 6:30 a.m.–6:30 p.m.).

The offer also extends 30-minute service on three routes into off-peak periods (30-minute service at peak periods was previously funded by Council for 2014 for these three routes).

Increasing these frequencies to every 30 minutes would enhance the ease and convenience of travel in these corridors, thus encouraging individuals to use the transit system. The routes proposed for enhancement provide direct links into the core of the community and to the MAX service. Furthermore, a higher level of transit service better supports the pattern of development outlined in City Plan.

This offer essentially extends all peak route headways, Monday through Friday, to 30 minutes each and extends off-peak headways on Routes 7 (serving Center and Drake), 12 (serving Horsetooth) and 16 (serving Harmony) to 30 minutes each, from 6:30-10:30 p.m. Monday–Saturday. These enhancements will greatly improve the transit network and ease of travel for all community members, regardless of socioeconomic status or physical ability.

Ridership increases are projected at 380,052 additional annual trips, which have the potential to reduce Greenhouse Gas emissions by 121,617 pound per year. Demand Response services would not be changed by this offer.

7.12 KFCG ENHANCEMENT: Transfort Strategic Plan Update - Unfunded **2015 - \$150,000**
2016 - \$0

This offer funds consultant services and community outreach that updates the Transfort Strategic Operating Plan (TSOP) and provides for development of a system-wide transit vision. The updated 2009 TSOP is timed to enable coordination with the proposed 2016 updates to City Plan/Transportation Master Plan (TMP). The TSOP is a crucial component of City Plan, supporting the envisioned redevelopment and activity center land use patterns, and to the TMP, as it relates to alternative modes of transportation.

The purpose for the update is to address a number of newly emerging issues and opportunities facing transit. Community demographics are rapidly changing as baby boomers begin retiring, millennials demonstrate increasing preference for alternative transportation, the workforce becomes increasingly service-sector focused, CSU's population expands, and gas prices make drivers rethink their mode of choice. In addition, the transit system needs to respond to increasing local demand for transit. Transit planning is essential in identifying new ridership opportunities, concentrations of

TRANSPORTATION

dependent people and the type of service needed for different market segments and community locations.

The technology of transit is rapidly changing. New technologies such as real-time transit arrival information, driverless vehicles, customized transit apps and more efficient vehicles enable transit to reach more people than ever before. The TSOP would enable Transfort to evaluate and incorporate successful innovative strategies, becoming more efficient and responsive to community needs.

The update will allow Transfort to operate more efficiently by integrating various operating and maintenance plans together. The intent is to provide a cohesive document containing a long-range transit vision component, a business plan to guide investments in the transit system, marketing, and operations and maintenance plans, ensuring that planning and operations are consistent, efficient and effective.

7.14 KFCG ENHANCEMENT: Added Transit Service to Harmony Park and Ride - Unfunded **2015 - \$374,511**
2016 - \$384,257

This offer would provide fixed-route transit service on Harmony Road to the Harmony Park and Ride by extending an existing transit route.

Due to resourcing and timing constraints, Transfort’s current fixed-route service does not extend to the Harmony Park and Ride facility at Harmony and I-25. However, transit service to this facility is desirable as a link to the CDOT Denver Express service on I-25 (planned for early 2015), to alleviate parking constraints and to provide another travel mode option.

The extended Harmony Road service will be accomplished through an innovative routing change involving enhancements to both Route 19 (Shields Street) and Route 16 (Harmony Road). Route 19 frequencies will be increased to 30 minutes (from 60 minutes) and service will be added on Saturdays (currently, the route runs Monday–Friday). These enhancements allow Route 19 to replace service now provided by Route 16 between Front Range Community College and the South Transit Center, which in turn frees up time for Route 16 to reach the Harmony Park and Ride facility. Route 16 would continue to operate every 30 minutes from 6:30 a.m.–10:30 p.m., Monday-Saturday.

This allocation of service is a fiscally responsible way to provide better transit service on two major streets in the City with minimal disruption in service. In addition, it addresses a recurrent citizen request for more frequent service on Route 19.

This offer helps to implement the Harmony Enhanced Travel Corridor Alternatives Analysis study approved by Council in 2013, and is consistent with the Transfort Strategic Operating Plan. Estimated annual ridership is 101,025, which has the potential to reduce annual Greenhouse Gas emissions by 32,328 pounds. Additionally, the offer minimally expands Dial-A-Ride service on the southeast side of Harmony Road.

7.18 KFCG ENHANCEMENT: Additional Transit Capital Repair & Replacement - Funded **2015 - \$100,000**
2016 - \$100,000

This offer requests appropriations totaling \$100,000 in 2015 and 2016 for capital repair and replacement items. Transfort annually receives federal grant funding for the repair and replacement of its capital equipment and facilities. Over time, federal funding has allowed Transfort to repair and renovate its existing maintenance facility, bus stops and transit centers, and to implement new technology that benefits Transfort and its customers. However, the trend in recent years has seen much of this federal capital funding to be directed toward the procurement of fleet vehicles. As a result, one-time funding is

TRANSPORTATION

required to shore up Transfort's maintenance and repair of existing facilities and equipment.

7.20 KFCG ENHANCEMENT: Early Morning Dial-A-Ride Service - Unfunded **2015 - \$95,930**
2016 - \$98,844

This offer provides early morning (5:10-6:20 a.m.) Dial-A-Ride service to eligible passengers that is outside of the scope of the Americans with Disabilities Act of 1990 requirements. Currently, the only Dial-A-Ride service that operates during these hours is for passengers that reside within 3/4 of a mile of the MAX route. This offer expands this early morning service to the entire fixed-route system.

The Americans with Disabilities Act of 1990 stipulates that any transit agency offering fixed-route service, must also provide paratransit service to eligible passengers that reside within 3/4 of a mile of that 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 upon their inability to access fixed route bus services due to a disability.

Specific costs related to this offer are restricted to per-passenger rates charged by the third-party contractor.

7.22 ENHANCEMENT: Support Services - WiFi Access - Funded **2015 - \$40,000**
2016 - \$40,000

Transfort is seeking funding for the provision of WiFi in support of bus operations.

7.23 ENHANCEMENT: CSU Transit Contract - Funded **2015 - \$738,039**
2016 - \$738,039

This offer provides fully-funded on- and around-campus fixed routes (including an on-campus shuttle) for CSU students and staff.

Specifically, this proposal will pay for bus operator salaries and benefits, fleet maintenance expenses, fuel (bio-diesel and Compressed Natural Gas), insurance and operator uniforms.

This offer funds 13,050 hours of added revenue service for each of the budget cycle's two years. Funding for this offer will come directly from Colorado State University and the Associated Students of Colorado State University under a newly-signed agreement with Transfort.

7.24 ENHANCEMENT: Increased Transit Support Services - Funded **2015 - \$130,000**
2016 - \$148,446

Transfort is seeking funding for the provision of necessary services in support of bus operations. This offer addresses support services such as facility maintenance, utility costs, and IT development costs. This proposal includes expenses that directly support the overall mission of Transfort, with the safety of passengers and staff a foremost consideration for inclusion.

TRANSPORTATION

In 2015 and in 2016, Transfort will provide in excess of 116,000 revenue hours of fixed-route service, operate a Bus Rapid Transit (BRT) corridor, expand hours of operation by 50%, manage the delivery of 40,000 paratransit trips, operate three major transit centers, collaborate with other Front Range communities to provide a regional transit link to Longmont, manage more than \$3 million in federal and state grant funding, provide four new fixed routes in and around the CSU campus, and manage multiple technologically advanced transit features - all while ensuring the safety of nearly three million passengers per year. This offer directly addresses all of the ancillary needs of such a broad mission.

Since 2003, Transfort has increased fixed-route ridership by 53% - an increase of 791,828 trips. During the same period, hours of service have increased by 38%. This increase equates to a return on the City's investment in Transfort of 39%. To accentuate this point, the net operating cost of providing transit service to a single passenger since 2003 has only increased by \$0.02.

7.25 ENHANCEMENT: Paratransit Service to Foothills Gateway - Funded **2015 - \$150,000**
2016 - \$150,000

This offer proposes to fund paratransit service that will transport between 24 and 32 ADA-eligible passengers per day between the Foothills Gateway Campus in Fort Collins and their places of residence. The service would be run similar to a shuttle service with fixed trips and hours each weekday. The service will operate outside of strict mandates as defined by the Americans with Disabilities Act.

In order to maximize funding to accommodate clients of Foothills Gateway Inc., Transfort could provide a limited shuttle service. Paratransit vans would be operated by Yellow Cab (Veolia TransDev) under an existing contract. Each morning, two paratransit vans would make one trip each, picking passengers up from their homes and terminating at Foothills Gateway. Vans would return to Foothills Gateway to make one trip each in order to return passengers to their homes.

The proposed shuttle service would operate Monday through Friday. Contracted staff would work with Foothills Gateway staff to pre-schedule both client pick-up and drop-off. While this service model will accommodate the largest number of riders at a significant cost reduction from the standard demand response model, it is important to note that passengers will experience slightly longer ride times in the range of 60 to 90 minutes. Transfort believes that a \$150,000 annual budget allows the transport of approximately 24-32 passengers per day depending on whether passengers use mobility devices or are fully ambulatory. This proposed shuttle service would accommodate approximately 50% of the projected demand for service from Foothills Gateway.

Initially, service is planned to begin on March 1, 2015. This will give Transfort ample time to retrofit the required vehicles as needed.

18.1 KFCG ENHANCEMENT: North College/Mountain Vista Enhanced Travel Corridor Master Plan **2015 - \$300,000**
- Unfunded **2016 - \$0**

This offer funds a consultant contract to conduct the North College/Mountain Vista Enhanced Travel Corridor (ETC) Master Plan. This plan is an action item identified in City Plan and the Transportation Master Plan (TMP), as well as the Mountain Vista Subarea Plan. ETCs are a network of major streets with enhanced infrastructure for high-frequency transit, bikes, pedestrians and automobiles such as dedicated lanes, priority signalization at intersections, under/overpasses, and wider multi-use sidewalks. The North College/Mountain Vista ETC would run north along College Avenue from the Downtown Transit Center, east along a realigned Vine Drive, and connect into Timberline Road/Mountain Vista Drive heading east to I-25.

TRANSPORTATION

Residents and businesses have long advocated for better mobility within northeast Fort Collins and to the rest of the community. The North College/Mountain Vista corridor is projected to accommodate a significant portion of Fort Collins’ future local and regional development, which will notably increase travel demand within the corridor, from I-25 to the west. This ETC will be a comprehensive corridor plan that will include a corridor vision, alternative context-sensitive designs (e.g., transit-oriented development), costs (capital and O&M), and a phasing and implementation plan. The goal is to enhance mobility and economic health within northeast Fort Collins and provide connections to existing and future businesses, residences and major employment centers. This offer will help the City to achieve its aggressive Greenhouse Gas reduction targets as outlined in the Climate Action Plan.

18.2 KFCG ENHANCEMENT: Prospect Road Enhanced Travel Corridor Plan - Unfunded **2015 - \$275,000**
2016 - \$0

Prospect Road is one of the City’s most challenging and diverse east/west arterial streets. Prospect serves as a gateway to the community and to CSU, and is one of the City's few connections to I-25. Between I-25 and the Mason corridor (just west of College Avenue) Prospect travels through beautiful natural areas, thriving business parks and established residential neighborhoods. Due to its importance, Prospect Road was identified as one of the City’s Enhanced Travel Corridors (ETC) in the 2011 Transportation Master Plan (TMP). ETCs are intended to provide enhanced infrastructure for walking, bicycling, high-frequency transit and automobiles.

This offer funds a consultant contract to develop a Prospect Road Enhanced Travel Corridor Plan. This planning project is a specific action item from the TMP and will cover Prospect Road from College Avenue to I-25 (about four miles). Prospect Road west of College Avenue is currently being studied as part of the West Central Area Plan, which should be complete in early 2015. Much of the Prospect corridor is constrained with natural areas or residential properties.

This planning effort will help answer key questions for this section of Prospect Road including:

- Can enhanced sidewalks, bike lanes and transit facilities be built within the existing footprint, and if not, what are the impacts?
- How can we implement bicycle and pedestrian improvements consistently throughout the corridor, in particular in the highly constrained residential sections of the corridor?
- What are the appropriate potential transit improvements to the corridor?
- Which intersections are congested and what are the needed improvements?
- What are the gateway features and elements that need to be developed as part of the Colorado Department of Transportation I-25 interchange project?
- If CSU constructs an on-campus stadium, what are the implications (and potential needed improvements) for the Prospect Corridor?

25.1 Street Maintenance Program - Funded **2015 - \$15,358,500**
2016 - \$8,796,788

The Street Maintenance Program (SMP) provides minor and major maintenance functions for 551 centerline miles of roads. A pavement management system has been implemented and used for analyzing pavement conditions and optimizing the use of available funding, selecting the right maintenance treatment at the right time on the right street, for maximum benefit and protection of our ever-increasing infrastructure investment. Maintaining the existing infrastructure must always be our number-one focus.

Pavement conditions deteriorate over time. The cost of maintenance also increases with the age of the pavement. The SMP takes advantage of this

TRANSPORTATION

simple principle and uses pavement preservation techniques to distribute available funding on routine and preventative maintenance treatments before pavement deterioration requires rehabilitation treatments that cost up to six-to-eight times as much.

The SMP manages a variety of projects including asphalt repairs, overlays, surface treatments and concrete repairs. Project coordination is a vital component of the program, requiring collaboration with internal City departments and external utility agencies, schools and special interest groups.

The entire street network is physically evaluated on a three-year cycle, and that data is analyzed by our asset management software to establish an overall pavement condition number. Our average pavement condition target is a Level of Service “B” or “Good” rating for the entire street network.

The increase of 9.5% from 2014 to 2015 is due to higher sales tax revenue projections. The decrease from 2015 to 2016 is due to the expiration of the 1/4-cent dedicated street maintenance sales tax.

25.2 Snow and Ice Removal - Funded **2015 - \$1,216,296**
2016 - \$1,239,806

The foundation of the successful Snow and Ice Program has been the ability to mobilize our equipment and personnel to react to many types of storm events including light snows, ice storms, and heavy, long-lasting snow events. Plowing and deicing operations start with arterial routes, collector streets, school zones and Downtown areas, which affect the majority of traffic and emergency routes. Once these areas are clean and safe for bike and vehicle travel, City crews and contractors start clearing sidewalks that are affected by the plowing operation. City and contractor crews are also directed to clear parking lots and remaining sidewalks not affected by the plows. Staff uses heavy-duty plow trucks, pickup plows and several sidewalk machines that are always ready to react for fast and effective service. Streets also uses outside contractors to assist with snow clean-up operations to ensure a diverse response.

The City of Fort Collins is recognized nationally as an innovative leader for snow removal equipment, deicing material storage, and technology. Agencies from around the country, state and region visit the Streets Department to gain insight on our snow removal management program. The Streets Department has also received the “Excellence in Storage” award every year since 2008 for the state-of-the-art deicing facility. Agencies are awarded based on snow removal best management practices that reflect environmental stewardship.

The Streets Department deployed cutting-edge mobile roadway weather sensors for making operational decisions about the type and amount of deicing material to efficiently use during a storm. These mobile sensors provide road conditions (dry, wet, snow, ice), pavement surface temperature, pavement friction, dew point temperature, air temperature, humidity and ice layer thickness. These mobile sensors provide critical data for our performance measures in determining the amount of time it takes to get to bare pavement after storms.

25.3 Essential Street Operations - Funded **2015 - \$2,334,401**
2016 - \$2,316,545

Essential Street Operations consists of many different functions that are vital to Streets Department Operations. Included in this offer are: supporting operations including administrative, financial and information technology; filling potholes; bridge repairs; guardrail repairs; asphalt patching; crack sealing; graffiti removal; maintenance activities for road shoulders, unpaved roads, barrow ditches, non-landscaped medians, corridors and City-owned property;

TRANSPORTATION

and ongoing debt service for capital purchases made through lease purchase. The lease purchase payments are being funded from Keep Fort Collins Great (KFCG) Other Transportation Revenues in the amount of \$89,012 (2015) and \$89,012 (2016).

The administration group provides leadership, coordination and support for all Streets ongoing programs. The administration function supports the Street Maintenance Program, snow operations, essential street operations, work for others, road shoulders, mowing, alley maintenance requests and sweeping. Support services include work planning, billing and budget management, public outreach, personnel safety and training, world-class customer service, environmental compliance, technology innovation and building maintenance.

25.4 Street Sweeping - Funded **2015 - \$651,506**
2016 - \$671,834

This offer includes strategic sweeping operations on streets and bike lanes throughout the City. Components of the sweeping program include: residential, collector and arterial street sweeping; bike lane sweeping; Max/BRT sweeping; Mason Trail sweeping; Downtown streets and alley sweeping; and 24-hour emergency response for street and bike lane hazards. Regular street sweeping is important for safety and overall air and water quality by removing debris. Aesthetics is also an important part of the consideration. Street sweeping has always been a demand from citizens and will continue to escalate as the street network expands with added lane miles and new residential areas. Another benefit of sweeping is that it promotes the City as a bicycle-friendly community by providing safe traveling surfaces for bicycle commuters. Without regular bike lane sweeping, debris such as dirt and glass from the roadway is forced into the bike lanes and road shoulders.

25.5 Planning, Development & Transportation Work for Others - Funded **2015 - \$2,943,000**
2016 - \$2,986,850

This collaborative offer allows 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, Traffic and Engineering departments. This program pays for itself through revenue generated from the following services:

- Street Patching
- Traffic Control
- Snow Removal
- Road Construction
- Crushing Operation
- Contract Sweeping
- Signs and Pavement Marking Installation
- Inspection Services
- Traffic Signal Construction

This program provides Fort Collins' citizens with a quality product at a reduced cost while utilizing city equipment and employee expertise. Through this program, Streets provides street patching services for the Water, Wastewater, and Light & Power, and maintenance and construction of new roads for Natural Areas and Wastewater. The program also provides sweeping and snow removal services for the Civic Center Parking Structure, the Old Town

TRANSPORTATION

Parking Structure, Police Services parking lots and various other City parking lots.

Traffic typically builds or upgrades about 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.

Engineering provides inspection services for development projects on weekends and evenings. These are overtime hours and are billed directly to the developer.

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 street projects. The crushing facility accepts clean material from contractors and the public for free.

25.10 ENHANCEMENT: Alley Improvement Program - Unfunded **2015 - \$150,000**
2016 - \$150,000

The alley maintenance portion of the budget was eliminated in 2009. The Streets Department has taken a hands-off approach to alley maintenance for the last six years by eliminating routine maintenance in the 241 blocks of alleys, most of which are unpaved. This program will use a chip-seal treatment to create a durable surface in unpaved alleys. When applied to the properly prepared unpaved alley surface, the asphalt surface preserves the grade, greatly reduces sub-surface issues, and eliminates dust, thus reducing maintenance costs for many years while greatly improving quality of life for residents along those alleys.

25.11 KFCG ENHANCEMENT: Capital Equipment Purchases - Funded **2015 - \$230,139**
2016 - \$465,000

The 2002 Equipment Replacement Budget was \$787,000, compared to a base budget in 2014 of \$659,790. Several years of greatly reduced or zero replacement dollars has resulted in a backlog of needed replacements in the Streets Department fleet, which has a total estimated replacement value of \$17.4 million. Currently, Streets has approximately \$1.8 million in equipment up for replacement. Examples of critical needs include an asphalt paver, front end loaders, and low boy trailers. Snow plow trucks range from 15 to 20 years of age and are in need of being replaced. In particular, we are concerned with frame damage from rust and corrosion due to frame design issues. The downtime of older equipment affects productivity, efficiencies and response time in emergency situations. Older equipment requires significantly more repairs and corresponding costs, affecting our overall service and operating cost. Newer equipment is manufactured based on higher emission standards and green technology.

Consistent transportation for commerce and the traveling public is not only convenient, but also contributes to safer conditions and economic viability.

25.13 ENHANCEMENT: Crushing and Recycling Facility - Funded **2015 - \$1,200,000**
2016 - \$0

The crushing and materials recycling facility is a tremendous benefit not only for Streets Department but the City as a whole. Processing and recycling approximately 80,000 tons of asphalt, concrete, dirt and other aggregate materials per year keeps them out of landfills and creates useful materials used

TRANSPORTATION

to reduce costs of City projects, and are also made available for sale to the public. The City's Streets Department has leased property for 15 years. No suitable alternative location has been identified that has the advantages and efficiency of an in-city operation. The Natural Areas, Stormwater, Forestry and Streets departments propose to co-purchase property in order to preserve prime river habitat and surrounding land, as well as co-locating important recycling functions from the different departments.

Funding will come from several sources:

- * Forestry - \$250,000
- * Natural Areas - \$150,000
- * Transportation - \$500,000
- * Utilities - \$300,000

In addition to purchasing property, there are key improvements needed to the operations currently in place. The current scale house is small and not well built, and the crew and tool building is in quite poor condition. There is no water service at either of these semi-portable buildings. Modernizing or replacing these buildings would offer secure, clean quarters for the crew members, tools and supplies.

25.14 ENHANCEMENT: Streets Equipment Operator (Sweeper) - 1.0 FTE - Unfunded **2015 - \$60,016**
2016 - \$61,447

This offer would expand the street sweeping program to include an additional 1.0 FTE employee to allow the City to maintain the established level of service in light of additional lane miles from annexations and road capacity improvements. It also effectively creates a sidewalk sweeping program that allows the Streets Department to raise the aesthetics and overall cleanliness along busy arterial roadways. Duties would include:

- Managing the container tubs by hauling to the landfill, placing/moving them on the routes for the utmost in sweeper efficiency
- Performing a sidewalk sweeping program for arterial roadways
- Operating a street sweeper when other operators are unavailable
- Operating a snow plow truck with expanded service frequencies

The current scheduled level of surface sweeping collaboratively uses budget dollars sourced from the Streets Department and the Stormwater Division. In comparing the 2000 budget to existing levels, the funding level was \$65,000 more than our forecasted 2015-2016 budget. In 2000, there were 415 miles of roads, 5.0 FTEs and three seasonal employees. Currently, today, there are 551 miles which is an increase of 32.8%, with only 4.0 FTEs.

25.15 ENHANCEMENT: Street Maintenance Program – ¼-Cent Street Maintenance Tax Expiration - Unfunded **2015 - \$0**
2016 - \$7,400,302

In 2005, Fort Collins voters approved a ¼-cent street maintenance tax to help maintain our overall street network at a level of service “B” or “Good” rating. This tax expires on Dec. 15, 2015. The Keep Fort Collins Great (KFCG) tax (dedicated 33% toward street maintenance and repair) doesn’t expire until Dec. 31, 2020. With the combination of the ¼-cent street maintenance tax revenue and KFCG revenue, the Street Maintenance Program (SMP) has been fully funded from 2011 through 2015. In 2016, however, the SMP will not be fully funded. This offer fills that funding gap of \$7.2 million. This shortfall represents approximately half of the total SMP funding. In order to maintain our commitment, additional funding will be needed.

TRANSPORTATION

If funding levels aren't maintained it will seriously impact the Street Maintenance Program, and we will not be able to maintain the street network at the "Good" level citizens have come to expect.

25.17 KFCG ENHANCEMENT: College Avenue Concrete Work - Funded **2015 - \$500,000**

2016 - \$0

College Avenue is owned by the Colorado Department of Transportation (CDOT), and minor maintenance is performed by the City of Fort Collins between Grape Street and Harmony Road. CDOT is planning to resurface College Avenue between Mulberry Street and Harmony Road in 2015. This offer is a collaboration proposal among CDOT and the City's Streets and Engineering departments. In regard to concrete, CDOT is planning to perform only minimal levels of concrete repair, addressing pedestrian access ramps and major curb and gutter drainage issues. This offer will enable the Streets and Engineering departments to look at the concrete repairs from a holistic standpoint. As a result, the City will perform other curb and gutter repairs, enhance and repair sidewalk and medians, and complete any missing sidewalk segments. CDOT considers the curb, gutter and sidewalks to be the maintenance responsibility of the City.

25.18 ENHANCEMENT: Snow Removal - Unfunded **2015 - \$675,000**

2016 - \$675,000

Snow removal operations have averaged \$1.42 million a year since 2005. This is \$230,000 above what is normally budgeted for snow. This enhancement will be used to cover increased costs for material, fuel and maintenance repair above the current budget, as well as ice cutting, and extended long cold storms. It also includes the newly added responsibility of providing snow and ice removal services for the MAX/BRT corridor.

Since 2005, actual costs have typically been at or exceeding the budget. Major contributors to the increase include:

- Increased costs for deicing materials, fuel, and maintaining level of service
- The new MAX guideway coming online in 2014, the Troutman underpass, and the new pedestrian bridge
- New for 2015: snow operations will be covering 100% of Utilities' costs for equipment and personnel that assist with snow operations

Sidewalks

- Currently the City sidewalk clearing operations are conflicting with the 24-hour policy as this is not being met 100% of the time.
- Street crews are challenged during extended storm events with other infrastructure such as plowing, clearing parking lots, handicap parking Downtown, and other duties while attempting to maintain sidewalks. These challenges are compounded when personnel is reduced due to shift work.

25.19 ENHANCEMENT: Annexed Roads Improvement Program - 1.0 FTE - Unfunded **2015 - \$990,146**

2016 - \$992,159

This offer will set up an annual street maintenance program to improve streets that have been annexed from Larimer County and do not meet City standards. There are approximately 20 center lane miles of roads currently that do not meet the standards. Most of these roads are more than 30 years old and have significant impact to the City's average road condition.

We need supplemental monies to dedicate annual resources to performing reconstruction activities on these annexed City streets to ensure safety of

TRANSPORTATION

public facilities; repair concrete; provide additional curb, gutter and sidewalk improvements where required; improve drainage; and provide street asphalt patching. Without these additional resources, these annexed roads will dilute the Streets Maintenance Program so we cannot maintain Level of Service "B" on City-maintained and accepted streets. Currently, as per annexation agreements, the City provides only minor maintenance. Minor maintenance includes pothole repair, sweeping, surface treatments and snow removal on designated snow routes. It does not include major maintenance such as asphalt overlays, remediation of drainage issues, concrete repair, or reconstruction of roadways. Once the roadways are reconstructed to City standards, they would be accepted for ongoing maintenance in the Streets Maintenance Program.

This offer proposes hiring a 1.0 FTE Annexation Streets Coordinator to implement a new Streets Special Improvement District (SID) for annexed County streets into the City of Fort Collins. The position will coordinate, develop and administer this program, and provide home and business owners a City liaison to ultimately achieve City street acceptance, if so desired. The main objective will be to provide citizens that reside on annexed streets (past and future) the ability to work with the City in getting their street brought up to City standards and accepted for full and ongoing road maintenance.

25.22 KFCG: Capital Equipment Purchases - Funded

2015 - \$575,000

2016 - \$520,000

The 2002 Equipment Replacement Budget was \$787,000, compared to a base budget in 2014 of \$659,790. Several years of greatly reduced or zero replacement dollars has resulted in a backlog of needed replacements in the Streets Department fleet, which has a total estimated replacement value of \$17.4 million. Currently, Streets has approximately \$1.8 million in equipment up for replacement. Examples of critical needs include an asphalt paver, front end loaders, and low boy trailers. Snow plow trucks range from 15 to 20 years of age and are in need of being replaced. In particular, we are concerned with frame damage from rust and corrosion due to frame design issues. The downtime of older equipment affects productivity, efficiencies and response time in emergency situations. Older equipment requires significantly more repairs and corresponding costs, affecting our overall service and operating cost. Newer equipment is manufactured based on higher emission standards and green technology.

Consistent transportation for commerce and the traveling public is not only convenient, but also contributes to safer conditions and economic viability.

25.23 ENHANCEMENT: Streets Capital Equipment Purchases - Funded

2015 - \$234,861

2016 - \$0

The 2002 Equipment Replacement Budget was \$787,000, compared to a base budget in 2014 of \$659,790. Several years of greatly reduced or zero replacement dollars has resulted in a backlog of needed replacements in the Streets Department fleet, which has a total estimated replacement value of \$17.4 million. Currently, Streets has approximately \$1.8 million in equipment up for replacement. Examples of critical needs include a mill and snow plow trucks. Snow plow trucks range from 15 to 20 years of age and are in need of being replaced. In particular, we are concerned with frame damage from rust and corrosion due to frame design issues. The downtime of older equipment affects productivity, efficiencies and response time in emergency situations. Older equipment requires significantly more repairs and corresponding costs, affecting our overall service and operating cost. Newer equipment is manufactured based on higher emission standards and green technology.

Consistent transportation for commerce and the traveling public is not only convenient, but also contributes to safer conditions and economic viability.

TRANSPORTATION

25.24 ENHANCEMENT: MAX/BRT Snow Removal - Funded

2015 - \$200,000

2016 - \$200,000

This offer is specifically for the newly added responsibility of providing snow and ice removal services for the MAX/BRT corridor. The MAX/BRT corridor will have many challenges and will require snow to be loaded off the corridor since there is nowhere to push the snow off the guideway.

Snow removal operations in total have averaged \$1.42 Million a year since 2005. The operating budget has been \$1.3 Million since 2005. This is without the addition of the MAX/BRT corridor as well as increased costs for material, fuel and maintenance repair above the current budget.

27.1 Traffic Operations - Funded

2015 - \$3,098,654

2016 - \$3,145,586

This offer provides for the continued management, maintenance, repair and improvement of the City's transportation system infrastructure. Approval of this offer helps ensure the public a safe and efficient transportation system for all modes of travel.

There are three areas of focus: Traffic Signal Maintenance, Signs/Pavement Markings, and Traffic Engineering.

Traffic Signal Maintenance: Includes the continued maintenance, repair and upgrade of traffic signals, the traffic signal communication system, and associated hardware of the City's traffic signal system. Operation and maintenance of the City's signal system is an essential safety service as well as an important element of minimizing travel delays, fuel consumption and air pollution.

2015 - \$673,908

2016 - \$684,520

Signs and Pavement Markings: Includes the fabrication, installation, repair and maintenance of traffic signs and pavement markings on the public roadways in Fort Collins. Signs and pavement markings are used to inform, guide, warn and regulate all modes of travel. Proper signing/markings maintenance is critical for public safety and the efficiency of the transportation system.

2015 -\$960,287; KFCG - \$69,348

2016 -\$977,193; KFCG - \$69,924

Traffic Engineering: Includes traffic signal timing, staffing of the Traffic Operations Center, traffic data collection, traffic safety data management and analysis, work area traffic control, neighborhood traffic mitigation, development review and administration of the department. Traffic Engineering also provides support to City Council, the Planning and Zoning Board, the Transportation Board and the North Front Range Metropolitan Planning Organization. Lastly, Traffic Engineering provides support for other City departments including FC Moves, Engineering, Streets, Parking, Police Services, Community Development & Neighborhood Services, and the City Manager's Office.

2015 -\$1,395,111

2016 -\$1,413,949

Total KFCG requested: 2015 \$69,348; 2016 \$69,924

TRANSPORTATION

27.7 ENHANCEMENT: Traffic Signal Technician I - 1.0 FTE - Funded **2015 - \$56,289**
2016 - \$68,827

This offer requests an additional 1.0 FTE Traffic Signal Technician I position to work in the Traffic Signal Division in the Traffic Operations Department. We are also requesting a second position in our signal shop, Traffic Engineering Technician II, which is shown in a separate offer (27.9).

In 2010, Traffic Operations lost a Traffic Signal Crew Chief position due to a reduction in force. The position has never been reinstated. Since that time, workload has increased. Total overtime hours in our traffic signal shop averaged 840 hours per year in 2009-2010. In 2012-2013 that increased to 1,270 hours per year. This reflects overtime related to the MAX BRT project, Engineering Capital Projects, and Street Maintenance projects. We are not anticipating a reduced work load going forward in 2015-2016.

Our traffic signal system is growing and becoming more complex. For example, we will be implementing more sophisticated control algorithms in 2015-2016 that rely heavily on vehicle detection technologies. We are also deploying a new technology citywide that will help us measure congestion and travel times 24 hours a day, 7 days a week, 365 days a year. Lastly, we are moving to a more sophisticated maintenance management system to help us identify the best use of our limited equipment replacement budget. This system requires technical expertise to implement effectively.

The work load related to other City projects, along with the signal enhancements we are planning, requires additional manpower. This offer is for a signal technician who will primarily work in the field doing preventative maintenance and response maintenance/troubleshooting. This will free up other technicians to take on some of the more advanced work. Currently, we have to choose between doing routine maintenance on our existing system vs. implementing new technologies.

27.8 ENHANCEMENT: Traffic Equipment Operator I - 1.0 FTE - Unfunded **2015 - \$51,016**
2016 - \$62,447

This offer requests an additional 1.0 FTE Traffic Equipment Operator I position to work in the Signing and Marking Division in the Traffic Operations Department.

Workload has increased significantly in recent years. Total overtime hours in our Signing/Marking Division averaged 392 hours per year in 2009-2010. In 2012-2013 that increased to 867 hours per year. This reflects overtime related primarily to the Street Maintenance Program, but also to the MAX BRT project and Engineering Capital Projects. We are not anticipating a reduced work load going forward in 2015-2016.

We are in need of an additional position to accomplish more in less time and reduce overtime hours. It is anticipated that the cost of this additional position would be at least partially offset by a reduction in overtime hours. The requested position is an entry-level position needed to assist with a variety of signing/marketing tasks. They would also be available for snow removal as needed by the Streets Department.

In 2013 we lost a long-time employee in the Signing/Marking Division; another very experienced and proficient employee left in May of this year. Not only are we short on staff, we're also short on experience. In the past we have used hourly employees as laborers for much of our pavement marking work and we will continue to do so in 2015-2016. This position will also be used as a lead worker for these hourly employees. We are also requesting this classified position to help make up for the loss of some of this technical expertise. We believe that we are more likely to acquire a skilled, motivated person that we

TRANSPORTATION

can train to do marking layouts, computer aided sign design and other complex tasks that way. It also helps ensure that the training we provide gets used here rather than somewhere else.

27.9 ENHANCEMENT: Traffic Engineering Technician II - 1.0 FTE - Unfunded **2015 - \$67,485**

2016 - \$82,849

This offer requests an additional 1.0 FTE Traffic Engineering Technician II position to work in the Traffic Signal Division in the Traffic Operations Department. We are also requesting a second position in our signal shop, a Traffic Signal Technician I, which is shown in a separate offer (27.7).

In 2010, Traffic Operations lost a Traffic Signal Crew Chief position due to a reduction in force. The position has never been reinstated. Since that time, workload has increased. Total overtime hours in our traffic signal shop averaged 840 hours per year in 2009-2010. In 2012-2013 that increased to 1,270 hours per year. This reflects overtime related to the MAX BRT project, Engineering Capital Projects, and Street Maintenance projects. We are not anticipating a reduced work load going forward in 2015-2016.

Our traffic signal system is growing and becoming more complex. For example, we will be implementing more sophisticated control algorithms in 2015-2016 that rely heavily on vehicle detection technologies. We are also deploying a new technology citywide that will help us measure congestion and travel times 24/7/365. Lastly, we are moving to a more sophisticated maintenance management system to help us identify the best use of our limited equipment replacement budget. This system requires technical expertise to implement effectively.

The work load related to other City projects along with the signal enhancements we are planning requires additional manpower. This offer is for an engineering technician who will primarily work in the office on the maintenance management system, vehicle detection configuration, asset management software and GIS data inventory. There is a backlog of work in these areas that is important to get done if we are to achieve our goals moving forward.

27.10 KFCG ENHANCEMENT: Assistant Traffic Engineer - 1.0 FTE - Unfunded **2015 - \$75,106**

2016 - \$101,836

This offer provides an additional 1.0 FTE Traffic Engineer in the Traffic Operations Department to provide support to FC Moves projects, Engineering Capital Projects, MAX BRT operations, the Street Maintenance Program, and internal Traffic Operations projects.

The Traffic Operations Department provides technical support to various internal City Departments on their projects and programs. Based on our experience in 2013-2014 and the number of studies planned for 2015-2016, additional staff will be necessary to continue to handle that support role. Consultants are often hired to conduct planning studies or design projects. However, when consultants are used there is still a need for staff to review technical documents, attend technical committee meetings and perform additional traffic analysis. Much of that work falls to Traffic Operations. As it stands now, the City Traffic Engineer is doing most of this type of work. This is not the most efficient approach, nor does it allow time to focus on other department priorities. The intent would be to have an assistant traffic engineer who could more cost effectively provide support to these other departments and free up the City Traffic Engineer's time.

The latest internal employee engagement survey (Q14) illustrates the challenges faced by Traffic Operations due to understaffing. The number agreeing to the statement "I am able to maintain a healthy balance between my work and personal life" was 39% in the March 2014 survey compared to 66% for

TRANSPORTATION

City employees overall.

27.11 KFCG: Traffic Operations Equipment - Funded **2015 - \$116,500**
2016 - \$116,500

In 2011 funds were allocated to Traffic Operations for equipment replacement/upgrade through both the Transportation Fund and KFCG funds. This offer continues the KFCG funding. In the past two budget cycles the KFCG funding was used to replace failing traffic signal infrastructure including conduit, wiring, signal poles, etc., and to upgrade signals to improve performance. It is anticipated that the money would be used for the same types of upgrades in 2015-2016.

The City's total investment in traffic signal infrastructure is estimated to be approximately \$40 million. Much of this infrastructure was installed as long ago as the 1970s and 1980s, and is in need of replacement or upgrade. By maintaining this funding for equipment replacement Traffic Operations will be able to continue with a proactive approach to maintenance that we have implemented using this KFCG funding.

This offer was originally included in our ongoing Traffic Operations offer. At the request of the Budget Office, Capital Equipment has been moved to this separate KFCG offer. This offer is not requesting additional funding compared to prior years.

27.12 Traffic Operations Equipment - Funded **2015 - \$115,000**
2016 - \$125,400

In 2011, funds were allocated to Traffic Operations for equipment replacement/upgrade through both the Transportation Fund and KFCG funds. This offer proposes to continue the funding coming from the Transportation Fund. In previous budget cycles this funding was used to replace aging traffic signal infrastructure; upgrade the video wall, communication servers and desktop workstations in the Traffic Operations Center; replace vehicles that were past their service life; and purchase/upgrade other needed equipment to provide our basic core services.

Without this funding, most of these 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 cost effective in the long run. It is also less strategic as decisions about equipment replacement are driven by immediate needs versus long-term goals.

This offer was originally included in our ongoing Traffic Operations offer. At the request of the Budget Office, Capital Equipment has been moved to this separate offer. This offer is not requesting additional funding compared to prior years.

106.1 KFCG ENHANCEMENT: FC Trip 21st Century Communications Tool - Unfunded **2015 - \$50,000**
2016 - \$0

This offer will identify, develop and implement 21st century technical communications tools that provide the community better, more accurate information regarding Planning, Development & Transportation (PDT) projects and programs, as well as traveler information about congestion, construction zones, preferred route options, and multi-modal connections. This will be a collaborative effort among PDT Administration, Traffic Operations, FC Moves, Streets, Information Technology (IT) and Communications & Public Involvement Office (CPIO) staff.

TRANSPORTATION

FC Trip (fcgov.com/fctrip) is the City’s web-based information site providing basic traveler information regarding current and planned roadway construction and maintenance projects. First developed in 2002 by Traffic Operations, it was originally envisioned as a real-time tool to report on arterial road congestion and provide camera views of key roads/intersections. Over time, the site was expanded to include information about road construction and maintenance projects. While the site provides access to a great deal of information, it is not user-friendly, especially for today’s mobile device demands. It also is not regularly updated, so information can be dated and/or inaccurate. While full of potential, the site currently does not meet the needs or provide the services desired by the community for easy, accurate traveler information.

This offer funds technical consulting services to inventory existing online traveler information tools (e.g., Google Maps, Waze), and identify steps necessary to integrate Fort Collins data to create an easy-to-use, effective tool. City staff will subsequently build, implement and maintain this web-based service. CPIO staff will provide site marketing and promotion.

New performance objectives will be created for FC Trip, including the number of visits to the website, metrics provided by function (via Google analytics), and Uer feedback received through Access Fort Collins and user satisfaction surveys.

106.2 ENHANCEMENT: USA Pro Cycling Challenge - Funded **2015 - \$50,000**
2016 - \$0

The USA Pro Cycling Challenge is a major, internationally-recognized bicycling event that takes place annually. Prior to the previous budget cycle, FC Bikes worked with a team of public and private entities to submit a bid to host a stage of the 2013 race. The Local Organizing Committee’s (LOC) regional bid for a Loveland to Fort Collins route was successful, and was identified for Stage 6 of the race. Both the City of Loveland and the City of Fort Collins committed \$50,000 in cash to help fund the event, along with in-kind contributions, with additional local matches obtained through the LOC. The result was a major community event, with thousands of spectators from across the region and the world, as well as national televised coverage.

This offer provides funding to support a \$50,000 cash contribution in the event the City pursues a stage of the 2015 race. In addition to this appropriation, City departments may provide up to an additional \$50,000 of in-kind contributions to support the event. Another successful bid would provide support for the local competitive cycling community and offer an international marketing opportunity.

129.1 Harmony Road Maintenance - Funded **2015 - \$242,973**
2016 - \$245,033

This offer supports 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 Streets and Traffic to provide the routine maintenance such as sweeping, snowplowing, pothole repair, traffic signs and signal repairs, pavement markings, and median mowing of the roadway. 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, and the Harmony/I-25 interchange. This facility serves a variety of multi-modes and socio-economic groups: carpoolers, shuttle riders to and from Denver

TRANSPORTATION

International Airport, and bicyclists. Located on East Harmony Road near I-25, the Harmony Transfer Center serves as a primary hub for carpoolers and shuttle services to and from Denver International Airport. Travelers may leave their vehicles in the parking lot for free 24 hours per day, seven days per week. The Streets Department provides sweeping, mowing, patching, striping, signage, trash removal, snow 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 right-of-way areas.

129.2 ENHANCEMENT: Harmony Park and Ride Regional Match - Funded **2015 - \$75,000**
2016 - \$75,000

This offer includes increased maintenance of an expanded parking area, as well as local match for amenities, including a restroom that the Colorado Department of Transportation (CDOT) is installing either in 2014 or 2015. This is an opportunity to partner with CDOT to improve the facility. The Park and Ride is owned by CDOT, but maintained by the City of Fort Collins via an intergovernmental agreement.

This facility serves a variety of travel modes and socio-economic groups: carpoolers, shuttle riders to and from Denver International Airport, and bicyclists. Located on East Harmony Road near I-25, the Harmony Transfer Center serves as a primary hub for carpoolers and shuttle services to and from the Denver metropolitan area and Denver International Airport. The Streets Department provides sweeping, mowing, patching, re-striping, signage, trash removal, snow 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.

141.1 ENHANCEMENT: Transportation Air Quality Impacts Guidance Manual - Funded **2015 - \$35,000**
2016 - \$10,000

This offer funds technical assistance for developing an air quality impacts guidance manual for transportation-related projects. This offer includes procuring professional services with expertise in transportation air quality impacts analysis to develop guidance, procedures, methodologies, tools and training for estimating emissions and evaluating air quality impacts. Models and methodologies applicable to local-scale transportation projects will be investigated to support the development of defensible data and robust analyses that inform transportation decisions. A guidance manual will be developed that outlines standard operating procedures to be used in estimating and evaluating air quality impacts of proposed projects, such as modifications to transportation corridors; major alterations to travel patterns, vehicle mix and vehicle miles traveled; major new traffic-generating developments; and modifications to alternative modes of transportation, such as public transit, bicycling and pedestrian traffic. The manual will provide criteria to determine what level of analysis to conduct depending on the scale of potential impact to air quality.

This offer will benefit the FC Moves and Environmental Services departments in support of their efforts to implement and fulfill goals and objectives in the Transportation Master Plan, the Climate Action Plan, and the Air Quality Plan as well as analyses for sustainability assessments. The funds requested in this offer are intended to result in a policy manual and training for City staff outlining specific procedures to be used for analyzing air quality impacts from transportation projects.

TRANSPORTATION

165.1 Safe Routes to School Program - Funded

2015 - \$74,000

2016 - \$74,000

This offer funds the City's Safe Routes to School (SRTS) program housed within the FC Moves Department.

Fort Collins' SRTS program is part of a nationwide effort to get more children biking and walking to school to benefit their health, academic achievement and the environment. The City's program is administered by an SRTS Coordinator (0.8 FTE). A major long-term goal of the program is to get at least 50 percent of K-12 schoolchildren safely biking or walking to school on a regular basis.

The City's SRTS program addresses the Five Es of transportation planning and services: Education, Encouragement, Engineering, Enforcement, and Evaluation. The program emphasizes education, encouragement and evaluation activities while collaborating with City departments including Engineering, Traffic Operations and Police Services to address engineering and enforcement issues. Grant funding from sources such as the Colorado Department of Transportation (CDOT), Burlington Northern Santa Fe Railway, and health organizations helps support programming.

Program partners include: CDOT; Poudre School District (PSD); Thompson School District; Bike Fort Collins; University of Colorado Health; Kaiser Permanente; Healthier Communities Coalition; Safe Kids Larimer County; Bicycle and Pedestrian Education Coalition (BPEC); youth-centered organizations such as Team Fort Collins, Boy Scouts, Girl Scouts, and Boys and Girls Clubs; local bike shops and other businesses; and various City departments, including Police Services, Engineering, Traffic Operations, Environmental Services, Recreation and Sustainability.

Funding associated with this offer will pay the coordinator's salary as well as provide office supplies, equipment, helmets for distribution to low-income students, incentives for students, and other basic operating expenses required to coordinate the program.

Grant funding is sought each year and grants have provided seed money to grow the program dramatically over the past eight years.

165.2 ENHANCEMENT: Safe Routes to School - School Rotation Schedule - Unfunded

2015 - \$40,000

2016 - \$40,000

This offer implements a school-rotation schedule to ensure regular delivery of Safe Routes to School (SRTS) educational programming to all K-12 students attending public schools in Fort Collins (Poudre School District and Thompson School District). Funding would be used to contract with a local nonprofit to deliver the programming and to provide necessary equipment and materials.

SRTS is a nationwide effort to get more children biking and walking to school to benefit their health, academic achievement and the environment. The goal of the City's SRTS program, housed within the FC Moves Department, is to get at least 50 percent of K-12 students safely biking or walking to school on a regular basis. The SRTS program focuses on the Five Es of transportation services: Education, Encouragement, Engineering, Enforcement, and Evaluation. The City's program emphasizes education, encouragement and evaluation activities, while collaborating with other City departments to address engineering and enforcement issues.

The program's current model is to respond to requests from schools and youth organizations and deliver bike-ped safety and encouragement programming based on those requests. We reach up to 14,000 students annually, but these are only students at schools and organizations making a

TRANSPORTATION

request for programming (thereby missing students at some schools).

With additional funding for a systematic school-rotation schedule, we will be able to formalize the SRTS programming so that every student attending public school in Fort Collins learns safe biking and walking skills multiple times at key intervals before high school graduation.

The goal of the rotation schedule is to serve every school category (elementary, middle, high) once every three years with an in-depth bike-ped safety program. This gives elementary students one to two years' exposure to SRTS educational programming. The rotation also gives middle-school and high-school students at least one year of programming.

165.3 ENHANCEMENT: Safe Routes to School Strategic Traffic Infrastructure Program - Funded **2015 - \$100,000**
2016 - \$100,000

This offer funds strategic street and traffic infrastructure improvements to help Fort Collins' K-12 students walk and/or bike more safely to school. This offer supports the City's school safety efforts, which include the Safe Routes to School Program housed within the FC Moves Department, and school safety infrastructure installed and maintained by the Traffic Operations Department.

Safe Routes to School (SRTS) is a nationwide effort to get more children biking and walking to school to benefit their health, academic achievement and the environment. The goal of the City's SRTS program is to get at least 50 percent of K-12 students safely biking or walking to school on a regular basis. The SRTS program focuses on Five Es of transportation services: Education, Encouragement, Engineering, Enforcement, and Evaluation. This offer specifically addresses the engineering component of SRTS.

This funding will support improvements to transportation infrastructure to eliminate obstacles that discourage children from walking or biking to school. A priority list of needed improvements will guide selection of annual projects. Examples of projects would include: crosswalk improvements, such as pedestrian refuge islands, curb extensions, flashing beacons or pedestrian signals (with an emphasis on safety-related best practices); completion of missing sidewalk segments in school areas; improvements to noncompliant sidewalks in school areas; and elimination of gaps in the bike network near schools through new or improved bike facilities.

The SRTS program already works with Traffic Operations, Engineering and Streets to identify safety issues in school areas. Funding from this offer would allow timely, direct response to identified infrastructure issues threatening the safety of K-12 students traveling on foot or by bike to and from school.

169.1 Enhancement: Transportation Climate Action Strategic Plan - Unfunded **2015 - \$0**
2016 - \$150,000

This offer funds professional consulting services to assist in developing a Transportation Climate Action Strategic Plan. City Council has directed staff to prepare a Citywide Climate Action Plan by the end of 2014 targeting aggressive greenhouse gas (GHG) reduction goals for 2020, 2030 and 2050. The new Climate Action Plan will have specific targets for the transportation sector, particularly for reductions in per capita vehicle miles travelled (VMT).

Preliminary data from the climate planning effort underway suggests that reductions in per capita VMT of up to 30% by 2050 will be required to achieve GHG targets. While the City's current transportation policies support many methods of reducing mobile emissions, such as modal shift, active

TRANSPORTATION

transportation and expanded transit use, there are no direct, measurable links between the extent of these activities and the achievement of GHG goals.

If the City funds an update of the Transportation Master Plan in 2016 (Offer 2.16), a major component of the Plan will be the development of specific strategies and targets for transportation infrastructure, programming and use that will result in achieving the transportation sector’s GHG reduction goals. However, if the Transportation Master Plan update is deferred until a future budget year, it will still be necessary to develop and implement these strategies in the near-term. This offer funds a study to advance the climate elements of the Transportation Master Plan update in the event the full Transportation Master Plan is not funded.

Key outcomes include:

- * Forecasting future baseline or “business as usual” transportation system conditions
- * Analysis of Climate Action Plan targets for the transportation sector
- * Development and evaluation of alternative scenarios for achieving targets
- * Selection and refinement of a preferred alternative
- * Drafting strategies, policies, and incremental measures and targets to achieve the preferred alternative

169.2 Enhancement: Multimodal Level of Service Update - Unfunded

2015 - \$0

2016 - \$50,000

This offer funds professional consulting services to assist in developing an update to the City’s multimodal level of service (MMLOS) standards. MMLOS is an approach to evaluating the transportation system that considers all modes of transportation. Historically, “level of service” was primarily applicable to the ability of streets to serve cars. Fort Collins was among the early adopters of a method of evaluating level of service that analyzes facilities for cars, bicycles, pedestrians and transit. The City adopted an MMLOS system in 1999.

The MMLOS standards applied in Fort Collins use criteria to evaluate the level of access, connectivity and continuity in transportation systems. While this approach takes a wide variety of conditions into consideration, its shortcomings include subjectivity, difficulty with implementation, and a bias toward “greenfield” development (or development of raw land) versus infill or redevelopment. As the City builds out, the proportion of infill projects has steadily increased. Since 1999, a number of new approaches have been developed that allow more measurable, objective analyses, allowing decision makers to fully establish the trade-offs involved in design decisions.

If the City funds an update of the Transportation Master Plan in 2016 (Offer 2.16), one of the significant elements will be the development of an updated approach to multimodal level of service. However, if the Transportation Master Plan update is deferred until a future budget year, a new approach to level of service will be necessary prior to the update. This offer funds a study to advance the multimodal level of service elements of the Transportation Master Plan update in the event the full Transportation Master Plan is not funded.

Key outcomes include:

- * Analysis of state-of-the-practice level of service methodologies
- * Samples and test case applications
- * Methodology recommendation and updated Multimodal Level of Service Manual

TRANSPORTATION

169.3 ENHANCEMENT: West Elizabeth Enhanced Travel Corridor Master Plan - Funded **2015 - \$300,000**
2016 - \$0

This offer funds consultant services and community outreach for the West Elizabeth Enhanced Travel Corridor (ETC) Master Plan. The West Elizabeth ETC is an action item identified in the Transportation Master Plan (TMP) as part of a communitywide network of ETCs. ETCs are streets targeted to include enhanced infrastructure for high-frequency transit, bikes, pedestrians and automobiles. Enhancements include features such as dedicated lanes, priority signalization at intersections, and under/overpasses. This “Complete Streets” approach is particularly important as the City looks for ways to reduce greenhouse gas emissions through the forthcoming update to the Climate Action Plan.

West Elizabeth has the greatest potential of any corridor in the City as an ETC because it already exhibits many of the characteristics needed to support high-frequency transit and alternative mode use, including high population density, vibrant activity centers, and significant infill/redevelopment potential. This corridor has the highest transit ridership in Fort Collins and also has a high level of bicycling and walking.

West Elizabeth connects the Colorado State University (CSU) main campus with the CSU Foothills Campus near Overland Trail and will include enhanced transit connections from CSU’s MAX bus rapid transit station to the area’s high density housing and activity. As CSU’s enrollment continues to grow, and with a potential on-campus stadium, strengthening connections between land use and context-sensitive transportation solutions will be key.

The ETC is a comprehensive corridor plan that will include a corridor vision, alternative designs, costs (capital and operations and maintenance), and a phasing and implementation plan. The goal is to enhance mobility and economic health within west Fort Collins while supporting City Plan and the CSU Master Plan through innovative, environmentally-sensitive, multi-modal transportation solutions.

170.1 KFCG ENHANCEMENT: Transit and Pedestrian Accessibility - Unfunded **2015 - \$100,000**
2016 - \$100,000

Making Fort Collins accessible to all community members and visitors is a City goal. Like all residents, people with disabilities need safe access via transit or other transportation means. The Commission on Disability has prioritized transportation, housing and economic opportunities. This offer funds transit and mobility as a means of improving access to employment, housing, retail and recreation.

Transfort has completed an inventory of bus stop accessibility. Of the 467 stops inventoried, 32% meet Americans with Disabilities Act (ADA) accessibility guidelines. ADA requires a firm, stable surface; adequate space in the boarding area; connection to streets and sidewalks; and minimal slope.

This offer funds two to five high priority and challenging bus stop improvements each year. Upgrading certain inaccessible bus stops can be complex and costly, as much as \$30,000-\$50,000. This offer targets stops that are most challenging, but also offer the best return on investment because of their location or connection to a location or amenity.

This offer would improve bus stops and other inaccessible features, similar to what has been done at the stop on College and Skyway. This stop serves Foothills Gateway, a high ridership generator that, prior to improvement, had a stop with no sidewalk connections and a loading area in the dirt on the side of College Avenue. In 2012, this stop was upgraded to be fully accessible with passenger amenities and a 1,500-foot accessible sidewalk connection to

TRANSPORTATION

the Foothills Gateway facility.

Potential bus stops to be improved include:

- Harmony and Corbett – a stop supporting access to Mountain Crest Hospital and Front Range Village. It includes negotiation with a ditch company and challenging construction requirements.
- Horsetooth and McClelland – a stop supporting connections to MAX and commercial areas. It requires negotiation with a Utility Company.
- Other stops would be identified through input from the COD and other interest groups.

THIS PAGE INTENTIONALLY LEFT BLANK



High Performing Government

Fort Collins exemplifies an efficient, innovative, transparent, effective and collaborative city government

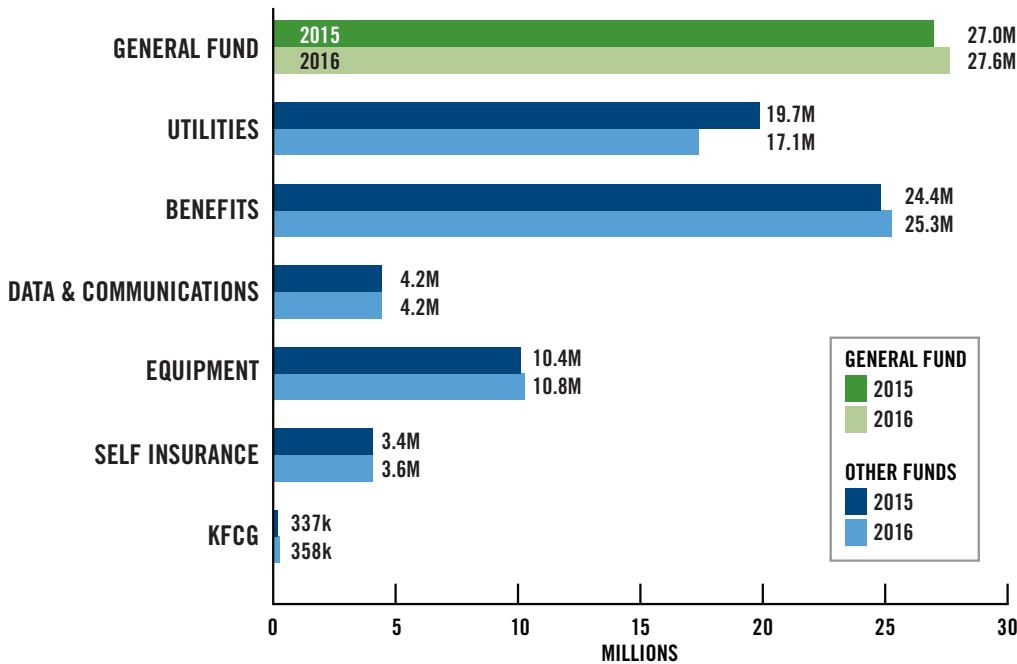




High Performing Government

2015 General Fund & Other Funds – 89.4M
 2016 General Fund & Other Funds – 89.0M

- 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 which provide essential support systems for City operations, including City Council, City Attorney, City Manager, City Clerk, Communications and Public Involvement, Finance, Human Resources, Information Technology and Operation Services (Fleet, Facilities and Real Estate), as well as employee benefits and insurance. Core Utility support services, such as customer service and administration, commercial accounts and communication, finance and grounds maintenance are also included in this section. The strategic objectives for High Performing Government, as outlined in the 2015–2016 Strategic Plan, are as follows:

- 7.1. Improve organizational capability and effectiveness – professional development, leadership, change management, strategic thinking, fiscal literacy and staff engagement.
- 7.2. Improve core Human Resources systems and develop a total reward system.
- 7.3. Align similar jobs and skill sets across the organization to address succession planning and career progression.
- 7.4. Strengthen methods of public engagement and reach all segments of the community.
- 7.5. Optimize the use of technology to drive efficiency and productivity, and to improve services.
- 7.6. Enhance the use of performance metrics to assess results.
- 7.7. Develop and implement enterprise-wide processes in appropriate areas – “Plan, Do, Check, Act” process improvement tool, safety, strategic planning, council and strategic plan tracking tool, budgeting, project management.
- 7.8. Assess effectiveness of safety initiatives, develop and implement safety initiatives to achieve safety goals, and continue to focus on employee health and wellness.
- 7.9. Improve productivity, efficiency, effectiveness, customer service, and citizen satisfaction in all areas of the municipal organization.
- 7.10. Implement leading-edge and innovative practices that drive performance excellence and quality improvements across all Service Areas.
- 7.11. Proactively influence policy at other levels of government regulation.
- 7.12. Promote a values-driven organizational culture that reinforces ethical behavior, exercises transparency and maintains the public trust.
- 7.13. Continuously improve the City’s governance process

FUNDING SOURCES

The High Performing Government Outcome is funded by a wide variety of revenue sources including General Fund resources. Internal Service Funds such as the Communication, Benefits and Self-Insurance Funds collect revenue from all departments to provide support services. Replacement funds for facilities and equipment are also key components of this revenue stream. This Outcome also includes the portion of user fees and charges from Fort Collins Utilities that fund Utility Customer Services and Administration.

KEY PURCHASES

- City Council core services, City Manager’s Office, City Clerk’s Office, and City Attorney’s Office
- Internal support functions: Information Technology, Telecommunications, Finance, Purchasing, Human Resources, and Operations Services (Fleet, Facilities and Real Estate)
- Citizen connections: Communications and Public Involvement Office, Cable 14 services and E-Government
- Utility Customer Services and Administration
- Building maintenance and basic information technology infrastructure
- Graffiti abatement

ENHANCEMENTS PURCHASED

	2015	2016
Business Continuity Planning	0	50,000
Council Training and Engagement	16,000	16,000
Cross-Departmental Licensing Software	176,810	4,200
Customer Relationship Management System Execution	75,000	0
Cyber Security Risk and Vulnerability Management	250,000	0
Finance Organizational Assessment	75,000	0
Google Search Appliance Renewal	0	85,000
HR Technology Upgrade	173,000	0
Inclusive Public Engagement	30,000	30,000
Information Technology Infrastructure Equipment Replacement	1,516,178	1,697,589
Leadership Development Program (Lead ICL, 1.0, 2.0, 3.0 & 4.0)	110,000	110,000
Municipal Innovation Fund	50,000	50,000
Occupational Health Medical Monitoring	50,000	50,000
Oracle Database Platform	0	260,000
Telling Our Stories Strategic Video Outreach	35,000	35,000
Tools and Support for Efficient and Effective Communication	85,000	84,800
Utilities Capital Project: Vehicle Storage Buildings	2,629,393	0
Positions added:		
- City Hall Technical Support System Specialist - 1.0 FTE	99,593	99,958
- Citywide Volunteer Program Manager and Program - 1.0 FTE	180,316	151,287
- Conversion Hourly to Classified, Energy Manager - 1.0 FTE	13,292	12,630
- Database Analyst - 1.0 FTE	102,042	104,279
- Director of Safety & Occupational Health Professional - 2.0 FTE	201,699	274,492
- Grant Development Specialist - 1.0 FTE	83,230	83,172
- Human Resources and Communications and Public Involvement Office Admin Support - 1.0 FTE	46,595	47,607
- Special Event Coordinator - 1.0 FTE	106,394	98,438
- System Analyst - 0.25 FTE (0.75 to 1.0 FTE)	0	22,799
- Utilities Financial Analyst - 1.0 FTE	83,536	85,401
	6,188,078	3,452,652

Drilling Platform - Ranked Offers by Outcome

Budget Years: 2015 - 2016

HIGH PERFORMING GOVERNMENT - 2015

Offer	Offer Cost Total	Offer Funding			
		GENERAL FUND Dedicated	GENERAL FUND Ongoing	OTHER FUNDS	RESERVES
66.1 PDT Administration	538,849	0	538,849	0	0
45.1 Utilities Customer Connections Programs and Services	6,055,514	0	39,646	6,015,868	0
				<i>Utility CS&A Fund</i>	
9.1 Information Technology Application Services	2,608,962	0	1,437,127	1,171,835	0
				<i>Data & Communications Fund</i>	
10.1 Information Technology Infrastructure Services	3,965,671	0	2,094,279	1,871,392	0
				<i>Data & Communications Fund</i>	
45.2 Utilities Information Technology Services	3,918,465	0	0	3,518,465	400,000
				<i>Utility CS&A Fund</i>	<i>Utility CS&A Fund</i>
51.1 City Council	143,346	0	143,346	0	0
118.1 Fleet Maintenance, Fueling and Rentals	10,429,665	0	0	10,429,665	0
				<i>Equipment Fund</i>	
118.2 Facilities Operations	8,328,270	2,272,500	6,055,770	0	0
					<i>Facilities Work for Others</i>
52.1 City Manager's Office	1,744,160	0	1,744,160	0	0
11.1 Information Technology Administration Services	498,158	0	338,940	159,218	0
				<i>Data & Communications Fund</i>	
13.1 Financial Programs and Services	3,531,411	0	3,531,411	0	0
5.1 Benefits and Wellness Programs	24,429,049	0	0	24,268,983	160,066
				<i>Benefits Fund</i>	<i>Benefits Fund</i>
116.1 City Clerk Administration	668,714	0	668,714	0	0

Drilling Platform - Ranked Offers by Outcome

Budget Years: 2015 - 2016

HIGH PERFORMING GOVERNMENT - 2015

Offer	Offer Cost Total	Offer Funding			
		GENERAL FUND Dedicated	GENERAL FUND Ongoing	OTHER FUNDS	RESERVES
116.2 Elections	238,025	0	238,025	0	0
67.1 Legal Services	1,958,381	0	1,958,381	0	0
13.2 Risk Management Programs and Services	3,153,816	0	0	3,153,816	0
				<i>Self Insurance Fund Utility CS&A Fund</i>	
53.1 Communications and Public Engagement Programs and Services	1,556,984	155,000	1,366,709	35,275	0
		<i>Cable PEG Fees</i>	<i>Keep Fort Collins Great Fund</i>		
6.1 Human Resources and Learning & Development Programs and Services	1,963,994	0	1,963,994	0	0
49.1 Sustainability Services Area Leadership	375,033	0	320,033	55,000	0
			<i>Keep Fort Collins Great Fund</i>		
118.6 General Fund Vehicle and Equipment Replacements Existing Payments	42,800	42,800	0	0	0
		<i>General One-time Revenue</i>			
80.1 Graffiti Abatement Program	100,813	0	100,813	0	0
45.3 Utilities Administration & General Operations	6,537,477	0	0	6,537,477	0
				<i>Self Insurance Fund Utility CS&A Fund</i>	
118.21 General Fund Vehicle and Equipment 2015-16 Replacements	27,314	0	27,314	0	0
10.8 PC Lease Payments	436,551	0	0	122,234	314,317
			<i>Data & Communications Fund</i>	<i>General Fund Data & Communications Fund</i>	

Drilling Platform - Ranked Offers by Outcome

Budget Years: 2015 - 2016

HIGH PERFORMING GOVERNMENT - 2015

Offer	Offer Cost Total	Offer Funding			
		GENERAL FUND Dedicated	GENERAL FUND Ongoing	OTHER FUNDS	RESERVES
10.2 ENHANCEMENT: Information Technology Infrastructure Equipment Replacement	1,516,178	0	300,000	556,149	660,029
			<i>Data & Communications Fund</i>		<i>General Fund</i>
13.10 ENHANCEMENT: Director of Safety & Occupational Health Professional - 2.0 FTE	201,699	0	0	0	201,699
					<i>Self Insurance Fund</i>
13.6 ENHANCEMENT: Cross-Departmental Licensing Software	176,810	151,066	25,744	0	0
		<i>General One-time Revenue</i>			
9.3 ENHANCEMENT: City Hall Technical Support System Specialist - 1.0 FTE	99,593	0	46,902	52,691	0
			<i>Data & Communications Fund</i>		
6.4 ENHANCEMENT: HR Technology Upgrade	173,000	173,000	0	0	0
		<i>General One-time Revenue</i>			
52.4 KFCG ENHANCEMENT: Citywide Volunteer Program Manager and Program - 1.0 FTE	180,316	0	0	180,316	0
				<i>Keep Fort Collins Great Fund</i>	
118.20 ENHANCEMENT: Conversion Hourly to Classified, Energy Manager - 1.0 FTE	13,292	0	13,292	0	0
6.2 ENHANCEMENT: Human Resources and Communications and Public Involvement Office Admin Support - 1.0 FTE	46,595	0	46,595	0	0
45.12 ENHANCEMENT: Database Analyst - 1.0 FTE	102,042	0	0	102,042	0
				<i>Utility CS&A Fund</i>	
13.9 ENHANCEMENT: Occupational Health Medical Monitoring	50,000	0	0	0	50,000
					<i>Self Insurance Fund</i>

Drilling Platform - Ranked Offers by Outcome

Budget Years: 2015 - 2016

HIGH PERFORMING GOVERNMENT - 2015

Offer	Offer Cost Total	Offer Funding			
		GENERAL FUND Dedicated	GENERAL FUND Ongoing	OTHER FUNDS	RESERVES
156.1 ENHANCEMENT: Special Event Coordinator - 1.0 FTE	106,394	0	106,394	0	0
49.3 ENHANCEMENT: Grant Development Specialist - 1.0 FTE	83,230	0	83,230	0	0
51.2 ENHANCEMENT: Council Training and Engagement	16,000	0	0	16,000	0
				<i>Keep Fort Collins Great Fund</i>	
49.4 KFCG ENHANCEMENT: Municipal Innovation Fund	50,000	0	0	29,398	20,602
				<i>Keep Fort Collins Great Fund</i>	<i>Keep Fort Collins Great Fund</i>
45.11 ENHANCEMENT: Customer Relationship Management System Execution	75,000	0	0	75,000	0
				<i>Utility CS&A Fund</i>	
45.14 ENHANCEMENT: Financial Analyst - 1.0 FTE	83,536	0	0	83,536	0
				<i>Utility CS&A Fund</i>	
13.5 ENHANCEMENT: Finance Organizational Assessment	75,000	75,000	0	0	0
		<i>General One-time Revenue</i>			
113.1 ENHANCEMENT: Utilities Capital Project: Vehicle Storage Buildings	2,629,393	0	0	507,186	2,122,207
				<i>Water Fund Wastewater Fund</i>	<i>Light & Power Fund Stormwater Fund</i>
6.6 ENHANCEMENT: Leadership Development Program (Lead ICL, 1.0, 2.0, 3.0 & 4.0)	110,000	0	110,000	0	0
53.5 ENHANCEMENT: Inclusive Public Engagement	30,000	0	30,000	0	0
53.4 ENHANCEMENT: Tools and Support for Efficient and Effective Communication	85,000	0	85,000	0	0

Drilling Platform - Ranked Offers by Outcome

Budget Years: 2015 - 2016

HIGH PERFORMING GOVERNMENT - 2015

Offer	Offer Cost Total	Offer Funding			
		GENERAL FUND Dedicated	GENERAL FUND Ongoing	OTHER FUNDS	RESERVES
53.2 ENHANCEMENT: Telling Our Stories Strategic Video Outreach	35,000	0	35,000	0	0
45.17 ENHANCEMENT: Cyber Security Risk and Vulnerability Management	250,000	0	0	250,000	0
				<i>Utility CS&A Fund</i>	
Funded Offers	89,439,500	2,869,366	23,449,668	59,191,546	3,928,920
116.3 ENHANCEMENT: Licensing Coordinator - 1.0 FTE	77,430	0	77,430	0	0
118.22 ENHANCEMENT: Compressed Natural Gas Fuel Site	500,000	0	0	0	500,000
					<i>General Fund</i>
118.18 ENHANCEMENT: Mechanic and Equipment Maintenance Worker - 2.0 FTE	114,527	0	0	114,527	0
				<i>Equipment Fund</i>	
45.7 ENHANCEMENT: Web Programmer Analyst - 1.0 FTE	88,497	0	0	88,497	0
				<i>Utility CS&A Fund</i>	
45.13 ENHANCEMENT: Systems Specialist - 1.0 FTE	93,593	0	0	93,593	0
				<i>Utility CS&A Fund</i>	
80.2 ENHANCEMENT: Graffiti Abatement Vehicle	34,700	34,700	0	0	0
		<i>General One-time Revenue</i>			
10.6 ENHANCEMENT: Netcom Training	25,000	0	18,000	7,000	0
			<i>Data & Communications Fund</i>		
13.7 ENHANCEMENT: Fee/Contract Coordinator - 1.0 FTE	85,036	0	85,036	0	0
6.7 ENHANCEMENT: Learning & Development Coordinator - 1.0 FTE	76,736	0	76,736	0	0

Drilling Platform - Ranked Offers by Outcome

Budget Years: 2015 - 2016

HIGH PERFORMING GOVERNMENT - 2015

Offer	Offer Cost Total	Offer Funding			
		GENERAL FUND Dedicated	GENERAL FUND Ongoing	OTHER FUNDS	RESERVES
6.3 ENHANCEMENT: Human Resources Talent Management Partner - 1.0 FTE	74,276	0	74,276	0	0
118.3 ENHANCEMENT: Facility Access Control Consolidation - 1.0 FTE	277,127	0	277,127	0	0
10.4 ENHANCEMENT: Audio/Visual Podium Replacements	45,000	0	0	0	45,000 <i>General Fund</i>
13.12 ENHANCEMENT: Buyer, Sustainability & Transfort - 1.0 FTE	78,285	0	39,143	39,142	0 <i>Transit Services Fund</i>
45.6 ENHANCEMENT: Administrative Tech Support - 1.0 FTE	61,377	0	0	61,377	0 <i>Utility CS&A Fund</i>
52.3 KFCG ENHANCEMENT: Community Research Fund	50,000	0	0	50,000	0 <i>Keep Fort Collins Great Fund</i>
9.4 ENHANCEMENT: Document Management System Specialist - 1.0 FTE	99,593	0	71,700	27,893	0 <i>Data & Communications Fund</i>
9.6 KFCG ENHANCEMENT: Payment Card Industry (PCI) Audit	72,220	0	0	0	72,220 <i>Keep Fort Collins Great Fund</i>
45.15 ENHANCEMENT: Training Administrative Assistant - 1.0 FTE	61,377	0	0	61,377	0 <i>Utility CS&A Fund</i>
53.3 KFCG ENHANCEMENT: Community Funded	55,440	0	0	55,440	0 <i>Keep Fort Collins Great Fund</i>

Drilling Platform - Ranked Offers by Outcome

Budget Years: 2015 - 2016

HIGH PERFORMING GOVERNMENT - 2015

Offer	Offer Cost Total	Offer Funding			
		GENERAL FUND Dedicated	GENERAL FUND Ongoing	OTHER FUNDS	RESERVES
118.11 ENHANCEMENT: Sustainability Lease Payments	200,000	0	0	0	200,000 <i>General Fund</i>
118.23 ENHANCEMENT: Council Information Center Remodel	60,000	0	60,000	0	0
Unfunded Offers	2,230,214	34,700	779,448	598,846	817,220
Total Offers	91,669,714	2,904,066	24,229,116	59,790,392	4,746,140

Drilling Platform - Ranked Offers by Outcome

Budget Years: 2015 - 2016

HIGH PERFORMING GOVERNMENT - 2016

Offer	Offer Cost Total	Offer Funding			
		GENERAL FUND Dedicated	GENERAL FUND Ongoing	OTHER FUNDS	RESERVES
66.1 PDT Administration	547,461	0	547,461	0	0
45.1 Utilities Customer Connections Programs and Services	6,101,515	0	41,439	6,060,076	0
				<i>Utility CS&A Fund</i>	
9.1 Information Technology Application Services	2,650,685	0	1,450,778	1,199,907	0
				<i>Data & Communications Fund</i>	
10.1 Information Technology Infrastructure Services	4,070,707	0	2,132,414	1,938,293	0
				<i>Data & Communications Fund</i>	
45.2 Utilities Information Technology Services	4,120,248	0	0	3,720,248	400,000
				<i>Utility CS&A Fund</i>	<i>Utility CS&A Fund</i>
51.1 City Council	143,727	0	143,727	0	0
118.1 Fleet Maintenance, Fueling and Rentals	10,836,551	0	0	10,836,551	0
				<i>Equipment Fund</i>	
118.2 Facilities Operations	8,694,696	2,305,000	6,389,696	0	0
			<i>Facilities Work for Others</i>		
52.1 City Manager's Office	1,769,608	0	1,769,608	0	0
11.1 Information Technology Administration Services	507,853	0	344,598	163,255	0
				<i>Data & Communications Fund</i>	
13.1 Financial Programs and Services	3,607,215	0	3,607,215	0	0
5.1 Benefits and Wellness Programs	25,335,636	0	0	25,154,281	181,355
				<i>Benefits Fund</i>	<i>Benefits Fund</i>
116.1 City Clerk Administration	694,454	0	694,454	0	0

Drilling Platform - Ranked Offers by Outcome

Budget Years: 2015 - 2016

HIGH PERFORMING GOVERNMENT - 2016

Offer	Offer Cost Total	Offer Funding			
		GENERAL FUND Dedicated	GENERAL FUND Ongoing	OTHER FUNDS	RESERVES
116.2 Elections	6,050	0	6,050	0	0
67.1 Legal Services	2,017,532	0	2,017,532	0	0
13.2 Risk Management Programs and Services	3,222,713	0	0	3,222,713	0
				<i>Self Insurance Fund Utility CS&A Fund</i>	
53.1 Communications and Public Engagement Programs and Services	1,580,181	155,000	1,389,650	35,531	0
		<i>Cable PEG Fees</i>	<i>Keep Fort Collins Great Fund</i>		
6.1 Human Resources and Learning & Development Programs and Services	1,993,278	0	1,993,278	0	0
49.1 Sustainability Services Area Leadership	380,811	0	325,811	55,000	0
			<i>Keep Fort Collins Great Fund</i>		
118.6 General Fund Vehicle and Equipment Replacements Existing Payments	42,800	42,800	0	0	0
		<i>General One-time Revenue</i>			
80.1 Graffiti Abatement Program	102,669	0	102,669	0	0
45.3 Utilities Administration & General Operations	6,717,627	0	0	6,717,627	0
				<i>Self Insurance Fund Utility CS&A Fund</i>	
118.21 General Fund Vehicle and Equipment 2015-16 Replacements	24,181	0	24,181	0	0
10.8 PC Lease Payments	432,551	0	0	121,114	311,437
			<i>Data & Communications Fund</i>		<i>General Fund</i>

Drilling Platform - Ranked Offers by Outcome

Budget Years: 2015 - 2016

HIGH PERFORMING GOVERNMENT - 2016

Offer	Offer Cost Total	Offer Funding			
		GENERAL FUND Dedicated	GENERAL FUND Ongoing	OTHER FUNDS	RESERVES
10.2 ENHANCEMENT: Information Technology Infrastructure Equipment Replacement	1,697,589	0	0	556,318	1,141,271
				<i>Data & Communications Fund</i>	<i>General Fund</i>
9.7 ENHANCEMENT: Google Search Appliance Renewal	85,000	51,200	10,000	23,800	0
		<i>General One-time Revenue</i>	<i>Data & Communications Fund</i>		
13.10 ENHANCEMENT: Director of Safety & Occupational Health Professional - 2.0 FTE	274,492	0	0	0	274,492
					<i>Self Insurance Fund</i>
13.6 ENHANCEMENT: Cross-Departmental Licensing Software	4,200	0	4,200	0	0
9.3 ENHANCEMENT: City Hall Technical Support System Specialist - 1.0 FTE	99,958	0	46,964	52,994	0
				<i>Data & Communications Fund</i>	
52.4 KFCG ENHANCEMENT: Citywide Volunteer Program Manager and Program - 1.0 FTE	151,287	0	0	151,287	0
				<i>Keep Fort Collins Great Fund</i>	
9.2 ENHANCEMENT: Oracle Database Platform	260,000	187,200	0	72,800	0
		<i>General One-time Revenue</i>	<i>Data & Communications Fund</i>		
118.20 ENHANCEMENT: Conversion Hourly to Classified, Energy Manager - 1.0 FTE	12,630	0	12,630	0	0
6.2 ENHANCEMENT: Human Resources and Communications and Public Involvement Office Admin Support - 1.0 FTE	47,607	0	47,607	0	0
45.12 ENHANCEMENT: Database Analyst - 1.0 FTE	104,279	0	0	104,279	0
				<i>Utility CS&A Fund</i>	

Drilling Platform - Ranked Offers by Outcome

Budget Years: 2015 - 2016

HIGH PERFORMING GOVERNMENT - 2016

Offer	Offer Cost Total	Offer Funding			
		GENERAL FUND Dedicated	Ongoing	OTHER FUNDS	RESERVES
13.9 ENHANCEMENT: Occupational Health Medical Monitoring	50,000	0	0	0	50,000 <i>Self Insurance Fund</i>
9.5 ENHANCEMENT: System Analyst - 0.25 FTE (0.75 to 1.0 FTE)	22,799	0	13,478	9,321	0 <i>Data & Communications Fund</i>
156.1 ENHANCEMENT: Special Event Coordinator - 1.0 FTE	98,438	0	98,438	0	0
49.3 ENHANCEMENT: Grant Development Specialist - 1.0 FTE	83,172	0	83,172	0	0
51.2 ENHANCEMENT: Council Training and Engagement	16,000	0	0	16,000	0 <i>Keep Fort Collins Great Fund</i>
49.4 KFCG ENHANCEMENT: Municipal Innovation Fund	50,000	0	0	50,000	0 <i>Keep Fort Collins Great Fund</i>
10.7 KFCG ENHANCEMENT: Business Continuity Planning	50,000	0	0	0	50,000 <i>Keep Fort Collins Great Fund</i>
45.14 ENHANCEMENT: Financial Analyst - 1.0 FTE	85,401	0	0	85,401	0 <i>Utility CS&A Fund</i>
6.6 ENHANCEMENT: Leadership Development Program (Lead ICL, 1.0, 2.0, 3.0 & 4.0)	110,000	0	110,000	0	0
53.5 ENHANCEMENT: Inclusive Public Engagement	30,000	0	30,000	0	0
53.4 ENHANCEMENT: Tools and Support for Efficient and Effective Communication	84,800	0	84,800	0	0
53.2 ENHANCEMENT: Telling Our Stories Strategic Video Outreach	35,000	0	35,000	0	0

Drilling Platform - Ranked Offers by Outcome

Budget Years: 2015 - 2016

HIGH PERFORMING GOVERNMENT - 2016

Offer	Funded Offers	Offer Cost	Offer Funding			
		Total	GENERAL FUND Dedicated	GENERAL FUND Ongoing	OTHER FUNDS	RESERVES
		89,053,401	2,741,200	23,556,850	60,346,796	2,408,555
116.3	ENHANCEMENT: Licensing Coordinator - 1.0 FTE	73,570	0	73,570	0	0
118.18	ENHANCEMENT: Mechanic and Equipment Maintenance Worker - 2.0 FTE	117,249	0	0	117,249	0
					<i>Equipment Fund</i>	
45.7	ENHANCEMENT: Web Programmer Analyst - 1.0 FTE	90,461	0	0	90,461	0
					<i>Utility CS&A Fund</i>	
45.13	ENHANCEMENT: Systems Specialist - 1.0 FTE	95,658	0	0	95,658	0
					<i>Utility CS&A Fund</i>	
80.2	ENHANCEMENT: Graffiti Abatement Vehicle	2,700	2,700	0	0	0
		<i>General One-time Revenue</i>				
10.6	ENHANCEMENT: Netcom Training	25,500	0	18,360	7,140	0
					<i>Data & Communications Fund</i>	
13.7	ENHANCEMENT: Fee/Contract Coordinator - 1.0 FTE	85,401	0	85,401	0	0
6.7	ENHANCEMENT: Learning & Development Coordinator - 1.0 FTE	78,445	0	78,445	0	0
6.3	ENHANCEMENT: Human Resources Talent Management Partner - 1.0 FTE	86,643	0	86,643	0	0
118.3	ENHANCEMENT: Facility Access Control Consolidation - 1.0 FTE	198,100	0	198,100	0	0
10.4	ENHANCEMENT: Audio/Visual Podium Replacements	83,500	0	0	0	83,500
						<i>General Fund</i>

Drilling Platform - Ranked Offers by Outcome

Budget Years: 2015 - 2016

HIGH PERFORMING GOVERNMENT - 2016

Offer	Offer Cost Total	Offer Funding			
		GENERAL FUND Dedicated	Ongoing	OTHER FUNDS	RESERVES
13.12 ENHANCEMENT: Buyer, Sustainability & Transfort - 1.0 FTE	80,016	0	40,008	40,008	0
				<i>Transit Services Fund</i>	
45.6 ENHANCEMENT: Administrative Tech Support - 1.0 FTE	62,800	0	0	62,800	0
				<i>Utility CS&A Fund</i>	
52.3 KFCG ENHANCEMENT: Community Research Fund	50,000	0	0	50,000	0
				<i>Keep Fort Collins Great Fund</i>	
9.4 ENHANCEMENT: Document Management System Specialist - 1.0 FTE	99,958	0	71,963	27,995	0
				<i>Data & Communications Fund</i>	
45.15 ENHANCEMENT: Training Administrative Assistant - 1.0 FTE	62,800	0	0	62,800	0
				<i>Utility CS&A Fund</i>	
53.3 KFCG ENHANCEMENT: Community Funded	41,469	0	0	41,469	0
				<i>Keep Fort Collins Great Fund</i>	
118.11 ENHANCEMENT: Sustainability Lease Payments	138,000	0	138,000	0	0
Unfunded Offers	1,472,270	2,700	790,490	595,580	83,500
Total Offers	90,525,671	2,743,900	24,347,340	60,942,376	2,492,055

HIGH PERFORMING GOVERNMENT

5.1 Benefits and Wellness Programs - Funded **2015 - \$24,429,049**
2016 - \$25,335,636

The Benefits Program provides employees a choice of insurance plans: medical, dental, life, accidental death, vision, short- and long-term disability, family medical leave, flexible spending accounts, employee assistance program, and retirement plans. These plans are offered to City, Poudre Fire Authority, Library District, Downtown Development Authority and Metropolitan Planning Organization employees. Healthcare Reform (ACA) has impacted the benefits being offered. Many of these provisions are mandatory and require the Plan Sponsor (City) to manage these provisions.

The Wellness Program is a comprehensive program designed to improve health and well-being, reduce medical claims costs, and increase employee engagement. Components of the program are designed to reduce safety and health risk factors, reduce healthcare and workers' compensation costs and improve overall health. 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 is designed to target and improve the most prevalent health risk factors identified through health risk assessments and healthcare claims data.

This offer also includes the funding for the Employee Wellness Center. The Center provides:

- * Preventative, primary, acute and urgent care; annual examinations/screenings; immunizations; prescription drugs; disease management services; coaching and counseling (not intended to replace primary care physician)

Benefits and Wellness Administration:

- * Oversees the benefit and wellness programs and services provided by the City of Fort Collins to City employees and other entities, ensuring all offerings follow all regulatory requirements including Healthcare Reform (ACA)
- * Expand the focus on health risk reduction and disease management to elicit and sustain behavior change, focuses on the reduction of healthcare cost trends
- * Gather evidence-based wellness research and validate with program outcome data

6.1 Human Resources and Learning & Development Programs and Services - Funded **2015 - \$1,963,994**
2016 - \$1,993,278

This offer funds core transactional, operational and strategic HR and Learning & Development functions. Services provided include: talent acquisition, employee compensation and rewards, administrative services, employee records management, HR technology systems, performance management, learning and development, engagement and retention, workforce planning and talent management, and employee relations. HR provides services to internal customers (i.e., senior leadership, managers, supervisors, employees, City Council), and external customers (i.e., citizens, visitors, prospective talent, Poudre River Public Library District, Poudre Fire Authority, Downtown Development Authority, Housing Authority).

Human Resources and Learning & Development Services:

- Provide high-quality, customer-focused, operational and strategic HR services, learning & development for 2,302 employees (1,284 regular and 1,018 hourly)
- Engage and retain talent (tenure: avg. 11 yrs., 13% 26+ yrs., and 33% 5 yrs. or less)
- Develop and administer competitive, market-based compensation and employee reward programs

HIGH PERFORMING GOVERNMENT

- Manage employment risk; support City's legal and regulatory needs
- Leverage technology to enhance processes, automate workflow, and increase reporting capability
- Focus on talent management and building organizational capabilities to sustain current and anticipated workforce needs
- Create a competency-based Talent Management System as a framework for defining career paths, establishing pay bands, updating compensation practices, evaluating employee and team performance, supporting an engaged workforce, recognizing value of teamwork, and driving performance excellence
- Publish workforce metrics and dashboards, and measure HR results
- Manage employee personnel records
- Provide competency development for 2,302 employees across 38 departments (23,135 training hours in 2013)
- Liaise with Human Relations Commission
- Fraternal Order of Police Collective Bargaining

6.2 ENHANCEMENT: Human Resources and Communications and Public Involvement Office **2015 - \$46,595**
Admin Support - 1.0 FTE - Funded **2016 - \$47,607**

This offer funds a 1.0 FTE to coordinate administrative support efforts for the Employee Communications Service Area (ECS), which includes Human Resources (HR) and the Communications & Public Information Office (CPIO).

For many years, HR has had one Administrative Support employee who performs duties of two jobs bundled into one: maintains office systems and procedures, coordinates information distribution and provides assistance to employees and the public, processes payroll changes for hourly employees, processes employee personal information changes, monitors pre-employment drug test results, and conducts financial transactions.

There is a considerable need to separate this position into two: one job dedicated to providing customer service/reception support to both internal and external customers, and administrative support to ESC staff; one job dedicated to processing hourly and contractual payroll pay changes required by City, State and Federal laws, and to provide back up to the Personnel Specialist who processes unclassified management and classified changes and administers position control.

Additionally, CPIO has very limited administrative support and current funding only covers 10 hours/week, which is not sufficient, particularly following the reorganization of Citywide communications and marketing positions into CPIO.

In the short-term, HR partnered with CPIO to hire an hourly employee to provide administrative/reception support. HR was then able to dedicate staff time to the critical function of processing payroll transactions. The hourly support was funded with vacancy savings that will not be available in 2015.

There is a demonstrated long-term need for administrative support for both departments. This individual would work 20 hours/week each in HR and CPIO to provide customer service, manage calendars/schedule meetings, ensure security procedures are followed, assist with employee recognition and thank you card programs, and respond to inquiries/requests.

HIGH PERFORMING GOVERNMENT

6.3 ENHANCEMENT: Human Resources Talent Management Partner - 1.0 FTE - Unfunded **2015 - \$74,276**
2016 - \$86,643

This offer funds the addition of 1.0 FTE to enhance the delivery of strategic Human Resources (HR) services, support employee engagement and align HR efforts with the City’s business strategy. Currently there are two full-time staff dedicated to supporting supervisor, department and individual employee partner needs. The role was designed to deliver both operational and strategic services. However, operational demands and the more transactional needs (i.e., performance management, investigations, development plans, discipline, regulatory compliance, conflict resolution) of approximately 2,300 employees (1,300 regular and 1,000 hourly) have consumed capacity necessary to deliver strategic HR service. HR completed a re-design of the department and identified talent management as an area in need of focused attention. This conclusion is supported by the City’s Internal Services Survey (ISS) results and industry research, including a study by Deloitte Consulting LLC, which found that 60% of senior business executives described HR’s capability of addressing business needs as adequate, but needing improvement, and a mere 4% described it as highly effective. Both suggest that HR must up its game in the provision of value-added business support.

Talent Management Partner Role:

- Understand department business and how the workforce supports delivery of results
- Utilize workforce data to support decision-making process
- Support assessment of existing talent, forecasting of future talent needs, recruitment and succession
- Consult with managers on workforce needs to achieve business strategies
- Advocate for programs that support goals and objectives
- Coordinate delivery of programs that support team development and organization excellence
- Support supervisor efforts to retain and engage high performing employees

6.4 ENHANCEMENT: HR Technology Upgrade - Funded **2015 - \$173,000**
2016 - \$0

This offer funds a major technology migration from the City’s existing talent management software system to a recently-acquired system called Cornerstone on Demand. Technology such as Cornerstone supports our organization’s talent management objectives and facilitates the accomplishment of strategic goals. It integrates workforce processes (recruiting, performance, learning, succession planning) using a common competency structure and supports key talent management processes designed to attract, develop, manage, engage and retain employees.

In 2007, the City contracted with a vendor to introduce an integrated talent management system to the City. This technology was implemented to support employee performance management and learning processes. The long-term strategy included adding recruitment and workforce management modules to leverage the technology’s full functionality. However, the City has witnessed the following events leading to a necessary move to a new vendor and technology solution:

- Software acquisition – The original software was sold to a large HR consulting company in 2008.
- Vendor merger – This company then merged with another firm in 2010. Over time, this led to changes in the software platform and functionality being offered. This vendor is not currently supporting recruitment as part of their talent management suite.
- Substandard service delivery – The City has experienced a deteriorating level of service from the current firm. This has caused frustration for City employees using the system and delays in implementation of important learning processes.

HIGH PERFORMING GOVERNMENT

A fully-functioning integrated talent management system remains a critical element in supporting the City’s talent management strategy. This offer funds one-time dollars needed for implementation, data migration and training of Cornerstone Learning Cloud (\$109,000) and Performance Cloud (\$50,000) in 2015, and Succession (\$51,250) in 2016.

6.6 ENHANCEMENT: Leadership Development Program (Lead ICL, 1.0, 2.0, 3.0 & 4.0) - Funded **2015 - \$110,000**
2016 - \$110,000

This offer funds an enterprise-wide Leadership Development program accessible to all levels of employees. The City’s philosophy is that everyone is a leader, as illustrated by our flattening organization and complex workplace challenges that require significantly broader collaboration, communication, ethical decision-making, emotional intelligence, strategic thinking and execution, and ability to lead in a constantly changing environment. Leadership development needs to be an inclusive effort. The City must align structure, development and strategy around leaders’ contributions and capabilities in order for the organization to compete and perform for the purpose of meeting the community’s expectations today and tomorrow.

Subsequently, the City must develop a broader pool of leaders in order to address succession planning issues and ensure the talent pipeline is well-stocked; generate employee engagement, which leverages the influence that exists throughout all levels of the organization; and uniquely challenge and retain employees so that they can contribute in a meaningful way, build their skills and knowledge, extend their impact and mentor other employees. Essentially, this leadership development program is designed to capitalize on the vast capabilities found at all levels of the organization. The City of Fort Collins initiated leadership development as a pilot in 2011 and 2013, and experienced solid return on expectations/results, therefore, this offer is designed to continue and expand the program.

The Lead Program encompasses five leadership levels:

- * Individual Contributors/Leader (ICL)
- * Aspiring/New supervisor (Lead 1.0)
- * First-level supervisor/manager (Lead 2.0)
- * Mid-level (Lead 3.0)
- * Executive (Lead 4.0)

Approximately 400 employees would be involved in this program over the course of two years.

6.7 ENHANCEMENT: Learning & Development Coordinator - 1.0 FTE - Unfunded **2015 - \$76,736**
2016 - \$78,445

This offer funds 1.0 FTE classified position to support, coordinate, and administer programs and services designed and implemented by the Learning & Organizational Development Division for approximately 2,302 employees.

This division is currently managed by one person, the Learning & Organizational Development Manager, and is referenced in the Human Resources and Learning & Development ongoing offer (6.1). The demand for service significantly exceeds what can be delivered by one person. Currently, there are no resources dedicated to supporting the manager or division. While the City of Fort Collins invests capital for employees to learn, develop, enhance, and

HIGH PERFORMING GOVERNMENT

upgrade their knowledge and skills required to meet the City’s goals, the demand for services has increased in these areas: onboarding, workforce planning, culture development, ethics and business analytics.

Learning & Development Services & Programs:

- * Lead an effort to assess and document the employee’s current capabilities and expected future needs given the changing workforce demographics and economic environment
- * Support the Learning & Organizational Development Manager’s efforts by collecting learning data, monitoring the ethics reporting system, and coordinating all transactional and operational functions
- * Administer onboarding activities associated with talent acquisition and recruitment
- * Assist with implementing and coordinating supervisory/management courses
- * Coordinate leadership development program(s), if funded
- * Consult with departments to train in areas such as, high performing teams, communication, customer service, ethical decision-making, etc.

9.1 Information Technology Application Services - Funded

2015 - \$2,608,962

2016 - \$2,650,685

This offer funds the City’s Application Services Division within the IT Department. Application Services provides a wide range of technical support services for enterprise, departmental and custom applications. Application Services also provides GIS and website services.

Application Services

- In the last two years, Application Services has processed more than 5,000 HelpDesk tickets
- We have been surveying customer satisfaction after a HelpDesk ticket has been completed; over the last two years our scores averaged 4.64-4.81 out of 5.
- Application Services has put in more than 64,000 IT project hours from 2012 to 2013
- Oversees and manages the City’s GIS data, and provides GIS data analyses, data maintenance, maps and public-facing GIS websites
- Supports and maintains the City’s financial management software, financial reporting systems, sales tax software and credit card processing systems
- Provides support for municipal voting/election software
- Provides enterprise database support
- Supports enterprise reporting and performance management systems
- Provides training on a variety of applications within the organization
- Maintains the City’s website, fcgov.com, and Citynet the City’s intranet site
- Develops and maintains custom web applications including CityDocs, the Performance Dashboard, FCTrip, OpenBook, the Development Proposals Under Review site, and much more
- Develops and maintains custom applications including the organization’s budgeting software (BART), City Wellness application, bike registry program and others
- Provides application support for land management, code enforcement, planning activities, and other functions for Community and Development services
- Supports the City’s document management system, which houses more than 1 million documents dating back to 1889

HIGH PERFORMING GOVERNMENT

Application Services provides a variety of products and services that support the organization’s commitment to fiscal management, operational excellence and innovation.

9.2 ENHANCEMENT: Oracle Database Platform - Funded **2015 - \$0**
2016 - \$260,000

Currently there is only a single enterprise database server that supports a variety of Oracle production databases across the organization. The databases that utilize this server are critical to the operation of enterprise applications that are responsible for land management, municipal court, enterprise document management, Utilities asset management, and Geographic Information Services (GIS) data. These applications require high server availability and accessibility. When a database upgrade is needed for this server, we historically have had to sporadically purchase what Oracle refers to as “term licensing” for the duration of the upgrade, depending on available resources. Term licensing runs about \$80,000 for a defined period of time. Upgrades had to occur during the license timeframe or additional costs were incurred.

This offer funds a second Oracle Enterprise Database environment. This offer includes one-time and perpetual licensing costs. Purchasing the second database server provides the redundant environment to ensure that key enterprise applications are consistently available and eliminates the need to purchase term licensing when required upgrades are performed. The annual license fee is less than the cost of term licenses.

9.3 ENHANCEMENT: City Hall Technical Support System Specialist - 1.0 FTE - Funded **2015 - \$99,593**
2016 - \$99,958

This offer proposes a new 1.0 FTE to provide application and technical support for Operation Services and City Hall. City Hall (West) is home to Cable 14, the City Clerk’s Office, the City Manager’s Office, City Attorney’s Office, Sustainability Services and the City Council. Operations Services, located in City Hall East, includes departments such as fleet services, facility services, project management and real estate services. The technology needs of these departments have increased significantly recently. There is substantial demand for support for existing technologies, as well as support to assist these departments with further automation projects. Current, in-place technologies and new technology projects for these areas have been very minimally supported by utilizing IT staff assigned to other program areas. Unfortunately, this has resulted in lower levels of program/project support for the areas where IT staff has been drawn from to meet the demand, as well as the City Hall departments.

Even within the capacity-constrained support model, the departments and work groups located at City Hall West and City Hall East logged over 2,600 IT project hours and over 2100 helpdesk tickets in 2013-14. One project resulted in a 370 hour commitment by IT managers that would have otherwise been handled by the proposed technician. Technology support included project management, video streaming workflow systems, tablet support, software support, audio visual support and technical training.

9.4 ENHANCEMENT: Document Management System Specialist - 1.0 FTE - Unfunded **2015 - \$99,593**
2016 - \$99,958

Over the last five years, the City organization’s acceptance and utilization of document management and document collaboration technology has grown significantly. The technology aligns with the City’s initiatives to reduce a reliance on paper. Documents are easily accessed by staff and community members. The program manages more than 1 million documents dating back to the 1800s. The program was originally supported by two employees who

HIGH PERFORMING GOVERNMENT

provided system administration, support training and program management. When the City was facing a difficult financial season several years ago, cutbacks to the program were made, which included the loss of one of the two staff positions.

The program currently only has one system administrator. The number of staff and citizens who use this application has grown to a point that an additional staff member is needed. This offer funds a Document Management System Specialist to provide support for application administration, security, reporting, training and governance of the City’s document management program. This will allow us to address the support gaps and keep up with the significant program growth. In the last two years we have had approximately 1,200 IT project hours relating to document management and have processed more than 600 HelpDesk tickets.

9.5 ENHANCEMENT: System Analyst - 0.25 FTE (0.75 to 1.0 FTE) - Funded **2015 - \$0**
2016 - \$22,799

The employee who is currently is in this position is set to retire in 2016 after 20 years of service. The employee asked to reduce hours several years ago, and the organization accommodated this request. This request was not due to lack of work, but to personal choice. This offer moves the position back to full time, from 0.75 to 1.0 FTE. This position provides technical application support for the City’s Enterprise Resource Program (ERP) within IT.

This position supports critical City applications such as our sales tax system, court management system, municipal voting/election software, reporting, Q14 employee survey data and reporting, and also supports approximately 20 various Microsoft Access databases. This position provides support for the City’s financial management system as well. By restoring this position to 1.0 FTE, we can hire a full-time employee in 2016 that can continue to provide support for these critical applications in the organization. In the last two years this position has put in approximately 3,100 IT project hours and helped to address more than 900 HelpDesk tickets that were sent to their area.

9.6 KFCG ENHANCEMENT: Payment Card Industry (PCI) Audit - Unfunded **2015 - \$72,220**
2016 - \$0

This offer proposes that the City of Fort Collins become Payment Card Industry Certified, or what is known as PCI Certification. Recent national and international breaches in credit card data highlight the importance of safe, secure credit card payment options for our customers. This certification will require the City organization to adhere to requirements for software design, policy, procedures, network design and security management. PCI Certification is an ongoing process that will enable us to continually assess the organization’s credit card payment operations and help us to identify vulnerabilities. This certification will help to ensure that as an organization we are taking every measure we can to protect credit card data.

9.7 ENHANCEMENT: Google Search Appliance Renewal - Funded **2015 - \$0**
2016 - \$85,000

The City has relied on a Google Search Appliance since 2004; it is used daily by our citizens and employees to conduct 800-1,000 searches per day. The Google Search Appliance is hardware/software that provides the high quality search functionality found on the City’s various websites. The search appliance indexes more than 120,000 websites and documents resulting in 60 terabytes of searchable content. Our municipal website, fcgov.com, contains 70,000-80,000 pages. It is an expectation of those who interact with our website that they are able to quickly and efficiently search the internet and intranet sites provided by the City. These include fcgov.com, Citydocs.fcgov.com and Citynet, the City’s intranet site. The Google Search Appliance

HIGH PERFORMING GOVERNMENT

has made it possible for us to meet these expectations. In a 2013 Heuristic website analysis on fcgov.com, the ability to search and locate the desired information was highlighted as one of the best features of our site. This offer proposes that we continue to fund the Google Search Appliance, as it provides critical search functionality for the various websites used by City staff and citizens.

The Google Search Appliance would have normally been a part of the Information Technology Application Services Core offer. Due to an increase in cost we were instructed to consider this offer an Enhancement and to submit it as one. It is our opinion that this is not an enhancement; it has been a service we have had since 2004 and has provided exceptional search functionality to both fcgov.com and our employee intranet site, CityNet.

10.1 Information Technology Infrastructure Services - Funded **2015 - \$3,965,671**
2016 - \$4,070,707

This offer provides funding for the City’s Infrastructure Division within the IT Department. Infrastructure Services provides technology services to City employees, City agencies, City Council, City residents, Utilities, Police Services, Poudre Fire Authority, Poudre River Library District, Fort Collins Housing Authority, Cable 14 and others. Our technologies integrate with those at the Larimer County Sherriff’s Office, the City of Loveland, the Town of Estes Park, the Colorado Bureau of Investigation and the Drug Task Force.

This Division provides services in three areas of technical expertise:

* NetComm Services builds and maintains the City’s redundant, multi-ring fiber-optic network, connecting more than 75 facilities and supporting all enterprise applications. We provide secure networking, internetworking, Virtual Private Networking, Wi-Fi and internet access Citywide. We maintain a converged network of more than 400 voice/data network devices and more than 2,700 phones, and maintain teleconferencing, telecommunications and network hardware maintenance contracts.

* Data Management Services builds and maintains more than 280 servers supporting all in-house City applications and data. We build and maintain data storage and backup devices, ensuring the security and integrity of all City data. We integrate new servers/services into existing infrastructure. We maintain systems that provide email, spam filtering, IP Address management, DNS services and Windows Active Directory services for more than 2,200 users in the City.

* Client Services provides technical support to more than 2,200 City employees and contractors. We build, deploy, support and maintain all City-owned PCs, laptops and mobile devices, and numerous employee-owned mobile devices. We manage PC, laptop and mobile device configurations, critical updates and virus protection, and maintain Software Licensing Compliance for more 11,000 applications and application versions Citywide.

10.2 ENHANCEMENT: Information Technology Infrastructure Equipment Replacement - Funded **2015 - \$1,516,178**
2016 - \$1,697,589

In coordination with the Executive IT Steering Committee, this offer moves the City from a five-year PC replacement cycle to a four-year replacement cycle, because industry research suggests that the total cost of ownership rises dramatically on PCs three years and older, due specifically to lost productivity and the increased effort of supporting hardware that’s failing. This offer covers replacement hardware and hourly staff needed to replace 550 computers per year. Note: City IT disposes of all computer assets following environmentally friendly e-waste practices.

HIGH PERFORMING GOVERNMENT

The City began its Voice-over-IP implementation in 2006, so some of the initial hardware is soon due for replacement. In that time we have upgraded the City's redundancy, building a multi-ring fiber infrastructure, and we've upgraded network speeds from 100 megabits-per-second to 1 gigabit-per-second (gbps). In preparation for the increased need for higher capacity and increased use, the City needs to upgrade its internet connectivity and the network backbone to 10 gbps capacity. This offer will cover the first two stages of that upgrade.

City IT has invested in virtualization strategies in our server and data-storage architecture. This lowers the City's energy consumption by reducing the number of physical servers, reducing power and cooling needs. We also employ more server blade-and-chassis technology, which further reduces energy consumption associated with running individual servers, thereby reducing operating costs. This offer covers costs for some blade-and-chassis replacements and covers assumed data growth based on recent projections.

10.4 ENHANCEMENT: Audio/Visual Podium Replacements - Unfunded **2015 - \$45,000**
2016 - \$83,500

Audio/visual presentation podiums and projectors in conference room facilities require periodic hardware replacement. At City Hall, the A/V equipment will come up for replacement in 2015 in the Council Information Center (CIC room). At 215 N. Mason St., the A/V presentation equipment will come up for replacement in 2016 in the Community Room (used for public and employee meetings), the 2E Training Room and Conference Room 2A. At 281 N. College Ave., the A/V presentation equipment in the Planning Room will need to be replaced. This offer will cover the cost for the equipment replacements for the Community Room, Rooms 2E and 2A at 215 N. Mason St., and the Planning Room at 281 N. College Ave.

10.6 ENHANCEMENT: Netcom Training - Unfunded **2015 - \$25,000**
2016 - \$25,500

This offer funds training for the engineers on our Netcom team.

As our networking needs grow, supporting internet activity, phone service, email and application data transmission across the City, we need to ensure that our network engineers are properly trained and certified in the latest hardware, operating systems, management systems and protocols. As our network expands into new areas like the Tropos WiFi network that supports meter reads for the Advanced Meter Fort Collins project, we need to ensure that our cyber security strategies are up to date and comprehensive.

Technology is constantly changing and adapting to new protocols, threats and needs. There are new security threats to secure the City's numerous data assets against. There is new hardware to learn how to install, configure and maintain. There are new network device management appliances and applications that help prevent outages and remediate problems faster. To ensure that the City's network engineers are trained and certified in their highly technical duties, training is desired in two specific areas:

* Networking - Cisco technology is at the heart of the City's network. Cisco certifications for engineers expire periodically, and engineers must study, train and recertify to keep up to date on how to configure, secure and maintain this equipment.

* Security - Every connection in and out of the City (as well as between the City and Platte River Power Authority) flows through one or more Checkpoint firewall devices, so it is critical that our Information Security Team is well trained on the configuration and maintenance of these devices.

HIGH PERFORMING GOVERNMENT

10.7 KFCG ENHANCEMENT: Business Continuity Planning - Funded **2015 - \$0**
2016 - \$50,000

The City has a robust portfolio of technologies to serve the needs of the community and City employees. City agencies and departments regularly innovate, adding new services to that portfolio.

The bulk of the City’s technology assets are housed in a single data center. The external IT Assessment conducted in 2013 calls out the risks associated with the architecture, and recommends developing a Business Continuity Plan to address these risks and mature our environment. Without proper planning, a catastrophic fire, flood or act of terror could threaten all services provided from a single site. Consequences of having no continuity plan in a crisis could include:

- Communications problems for emergency responders
- Loss of public-facing communications (phones, email, web portals)
- Lack of direction on what services must be restored first
- Difficulties finding secure space with sufficient power, cooling and connectivity to deliver and set up replacement equipment (if delivery is even possible)
- Long restoration delays rebuilding 290 servers from scratch and restoring data from tape

A Business Continuity Plan (BCP) would prioritize the City’s technology-based services. Agreed upon by all City agencies and departments and adopted by the Executive Leadership Team, a BCP will set the priorities, order and time frame in which crucial City technology services must be restored, because BCP addresses larger concerns than just technology.

IT will respond to the BCP by developing a Disaster Resiliency Plan (DRP) that best meets the City’s needs in the most fiscally responsible way, employing multiple strategies for resiliency and recovery. Some are simple strategies like moving to a cloud-based service that’s independent of City infrastructure, others are more complex like requiring a separate recovery infrastructure.

This offer will fund beginning the process by which the City develops a BCP, ensuring continuity of City services to its citizens in a time of crisis.

10.8 PC Lease Payments - Funded **2015 - \$436,551**
2016 - \$432,551

Cover lease payments for PC replacement in 2012 through 2014.

11.1 Information Technology Administration Services - Funded **2015 - \$498,158**
2016 - \$507,853

This offer funds 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, communications, change management and administrative support for the IT department. This administrative section provides the general oversight and management of the Applications and Infrastructure divisions of the IT

HIGH PERFORMING GOVERNMENT

department, while also supporting the work of all City departments and their staff, as well as the staff of City partners (Poudre River Library District, Fort Collins Housing Authority, Poudre Fire Authority, Larimer Emergency Telephone Authority, and others).

13.1 Financial Programs and Services - Funded **2015 - \$3,531,411**
2016 - \$3,607,215

Financial Services is accountable to manage the public's money, safeguard the assets of the City organization and ensure financial integrity and transparency by providing accurate, reliable and timely services. We are proactive and analytical in our support of the organization's decision making. We provide comprehensive financial, operational and performance reporting.

This offer funds the essential financial programs and services needed inside the City. Financial Services is responsible for the accounting and financial reporting, grants compliance, sales tax, treasury, accounts payable, payroll, purchasing and budget services. Financial reporting, performance measurement and financial liaison support are also supplied by Financial Services to ensure transparency and consistency across the City. Financial Services is critical to the support of daily City operations.

Financial Services is also the advisor in financial decisions for all other service areas within the City organization, as well as the Downtown Development Authority (DDA), the Urban Renewal Authority (URA), the Poudre River Library District, Poudre Fire Authority, the General Improvement Districts (GIDs), and the Fort Collins-Loveland Regional Airport. These services result in sound and sustainable fiscal decisions to guide the issuance of debt, investment in development opportunities and legacy projects (e.g., Woodward headquarters, Foothills Mall). In order to proactively assist in the development of financing solutions and transparency, as well as to maintain daily finance functions, Financial Services is actively engaged in ongoing discussions with all departments and representatives of partnering entities. Sound analytical and finance support is provided across the City ensuring an experienced financial perspective is involved in all decisions to provide world-class oversight of the City's assets.

13.2 Risk Management Programs and Services - Funded **2015 - \$3,153,816**
2016 - \$3,222,713

The Risk Management division provides risk management services to the City of Fort Collins and Poudre Fire Authority. This offer funds services that protect the entities' assets including employees, property and monetary funds. The preservation of City assets allows the organization to operate more efficiently by ensuring that employees are able to perform their jobs safely, City property is adequately protected from catastrophic loss, and taxpayer dollars are not wasted on unnecessary and preventable claims. Specific services include liability, property and workers' compensation claims management, the employee safety program, and Department of Transportation regulatory compliance program oversight for the entire City.

13.5 ENHANCEMENT: Finance Organizational Assessment - Funded **2015 - \$75,000**
2016 - \$0

The extended Finance organization is comprised of the central Financial Services group and decentralized Financial Liaisons that are imbedded in each operating organization. The Financial Services group of approximately 40 staff reporting to the City Chief Financial Officer includes Accounting, Accounts Payable, Payroll, Budgets, Purchasing and the recently formed Financial Planning & Analysis (FP&A) group. The FP&A group was formed by redeploying existing staff in 2013 from Accounting into FP&A to provide financial analytical support to the entire City organization.

HIGH PERFORMING GOVERNMENT

Financial Liaisons report directly into each operating group and the liaisons are responsible for accounting data entry, invoice approvals, financial reporting and financial analysis of results. Each position has evolved and is hired independently within each operating group. Significant variation exists across the liaisons in terms of duties, qualifications and experience. Current duties and organizational levels are inconsistent and do not create the appropriate career paths for staff progression and development.

The purpose of this offer is to solicit proposals from qualified firms to conduct an assessment of the entire financial organization. We are seeking a consultant with significant finance organizational development experience within both the public and private sectors, and who has demonstrated success implementing organizational change with tangible measurable benefits.

13.6 ENHANCEMENT: Cross-Departmental Licensing Software - Funded **2015 - \$176,810**
2016 - \$4,200

This offer funds a collaborative business licensing software implementation between the Sales Tax Department and the City Clerk’s Office, which will automate and streamline the licensing functions for both departments while eliminating many manual efforts. In addition, this offer includes software components that will enable online application and renewal processes for the business community.

In the 2013-2014 budget cycle, a new sales tax software project (Phase 1) was funded to replace the antiquated existing system. The project included an online component, which would allow businesses to file and pay sales tax via the web. The sales tax software acquired as Phase 1 included a core business licensing module. The objective of this offer (Phase 2) is to fund the implementation of the acquired licensing software and purchase complementary modules that will enable the miscellaneous licensing functions of the City to the web. The City Clerk’s Office and the Sales Tax Department currently use Excel spreadsheets and homegrown databases to manage more than 25 unique license types with no online capabilities. Implementing this system will tie directly with the strategic objective, “Optimize the use of technology to drive efficiency and productivity, and to improve services,” by creating an online process for businesses to efficiently, instantly and securely apply for, renew and pay for a variety of miscellaneous licenses such as Outdoor Vendor, Solicitation and Exempt Organization Permits. Enabling the web-based licensing processes will provide businesses with a one-stop-shop to apply for and renew licenses, as well as to file and pay their sales and use tax.

In addition, the system will allow multiple departments to share information and streamline license approvals, improving service to the business community by speeding up and automating the various licensing processes while creating revenue collection and reporting efficiencies for staff.

13.7 ENHANCEMENT: Fee/Contract Coordinator - 1.0 FTE - Unfunded **2015 - \$85,036**
2016 - \$85,401

This offer funds a 1.0 FTE Fee and Contract Coordinator position in the Financial Services Area. The coordination and management of the City’s contracts and fee revenue base are vital functions of a high performing government. Fees account for more than \$20M of general government revenue annually. This position will be responsible for the oversight of fee management Citywide. Essential functions will include creating a fee database, monitoring fees for updates and renewals, and acting as the point person to ensure all fees are reviewed by City Council as appropriate.

Additionally, this position will act as a contract coordinator and will work with all City departments to ensure that all City contracts are fully executed,

HIGH PERFORMING GOVERNMENT

monitored for performance, and renewed in a timely manner. The position will implement an organization-wide system for managing and executing contracts through a full lifecycle.

A centralized Fee/Contract Coordinator position will directly support High Performing Government and Economic Health by improving organization-wide efficiency, transparency and fiscal sustainability.

Furthermore, the position will support the Financial Services Area in the continued pursuit of revenue diversification. The need for a diverse revenue base is a critical component of the City's ability to sustain service levels without an over-reliance on sales and use tax. The Fee Coordinator will support the research and analysis of existing and emerging options to fund City services through fees.

Additional Information:

Staff has entered into a contractual arrangement with Jim O'Neill to conduct a review of all contracts approved by Council since 2000. Until that review is completed, we will not know the current magnitude of unsigned/unfulfilled contracts. In the most recent past, a couple of significant contracts did not get signed or renewed. Both could have resulted in serious issues for the City. The City Manager has requested this offer to prevent future problems.

13.9 ENHANCEMENT: Occupational Health Medical Monitoring - Funded **2015 - \$50,000**
2016 - \$50,000

This offer provides baseline and annual audiograms for employees working in high noise environments, baseline and annual pulmonary function testing for employees working in environments requiring the use of respirators, and specific hepatitis shot series for employees exposed to blood-borne pathogens and other contaminants. This offer is to meet basic occupational safety standards established by the Occupational Safety and Health Administration (OSHA). This program requires the occupational health exposure monitoring of approximately 750 employees. The cost of performing testing is \$50,000 annually.

Medical surveillance is an important tool with many benefits including:

- 1) Identification of occupational hazards early, thereby allowing intervention through proper treatment to lessen the overall effect and mitigation of the hazard
- 2) Yields educational benefits and invites employees to become actively involved in their well being
- 3) Employees feeling confident the City is interested in their well-being.

A new metric has been established with goals for level/number of participants for hearing, vaccinations, and respirator exams/health tests. Progress toward a 100% participation rate will be reported quarterly.

13.10 ENHANCEMENT: Director of Safety & Occupational Health Professional - 2.0 FTE - Funded **2015 - \$201,699**
2016 - \$274,492

This offer provides expert resources needed to transform the City's safety culture and reduce the number of injuries sustained by individuals. This initiative is based on a comprehensive assessment of the City's safety culture, organizational structure, resources and performance metrics completed by leading industry subject experts, Global SHE Solutions. Global SHE Solutions recommended the City focus on the following key strategic activities: 1) Alignment

HIGH PERFORMING GOVERNMENT

of ELT with regard to the value of safety and how safety fits in relative to executing the job; 2) Evaluation of the current safety organizational structure including safety teams and assigned personnel; 3) Development of a comprehensive safety plan; and 4) Communication plan, roll out and commitment to implement the safety plan.

To accomplish this, a Safety Director (1.0 FTE) with the requisite expertise and experience in leading safety strategy and initiative development is required. An Occupational Health Professional (1.0 FTE contract staff) is proposed to actively manage worker compensation claims and lost/restricted duty days.

13.12 ENHANCEMENT: Buyer, Sustainability & Transfort - 1.0 FTE - Unfunded **2015 - \$78,285**
2016 - \$80,016

This offer funds 1.0 FTE for continuation of the Sustainable Purchasing Initiative and expands the role to provide dedicated Purchasing support to Transfort. This individual will divide their time equally between Sustainable Purchasing and Transfort. The Sustainable Purchasing initiative was piloted in 2013-2014 and achieved significant accomplishments. This offer is required to continue to drive results in Sustainable Purchasing and to provide a higher level of dedicated service to Transfort. As noted in the Green Purchasing Report, best-in-class sustainable purchasing programs have staff dedicated for research, training, education, and working with individual departments and buyers to 'green' specifications and drive process improvements. This individual is also responsible for managing and executing the purchase of many commodities.

A few of the more noteworthy accomplishments include:

- 1) Established definitions for Green Purchases and developed metrics for spend analytics
- 2) Mandated Office Depot for office supplies and improved green spend by 12% (31% to 43%) in 2013
- 3) Initiated 30% post-recycle content (PRC) paper mandate and drove improvement by 28% (57% to 85%) in 2013
- 4) Launched internal Sustainable Purchasing webpage and integrated Sustainable Purchasing with the Enviro Portal
- 5) Enrolled in the State Electronics Challenge
- 6) In collaboration with IT, initiated a project to drive Citywide improvement and reduction of desk-top printers, copiers and multifunction devices
- 7) Benchmarked best-in-class peer agencies
- 8) Implemented docuSign electronic signature workflow

In 2015 and 2016 the primary focus will include:

- 1) Utilize spend analytics to target improvement to increase sustainable spend.
- 2) Implement continuous process improvements in the purchasing process.
- 3) Develop and launch training for Purchasing 101 and FTA.
- 4) Continue to partner with internal and external stakeholders to drive improvement in Sustainable Purchasing practices and outcomes.

45.1 Utilities Customer Connections Programs and Services - Funded **2015 - \$6,055,514**
2016 - \$6,101,515

This offer funds the Utilities Customer Connections Department (CCD) consisting of six functional areas: Customer Finance, Customer Support, Communications & Marketing, Customer Accounts, Resource Conservation, and Community Engagement. CCD's integrated approach maintains

HIGH PERFORMING GOVERNMENT

productive relationships with internal and external stakeholders to achieve results for projects, programs and business operations.

- Oversee the customer experience for the delivery of projects, programs and services in collaboration with the City
- Manage value-based marketing, with expanding emphasis on website and social media techniques, including watershed programs
- Manage water and energy conservation programs, including ClimateWise, in alignment with the City’s plans and policies to enable and expand conservation
- Deliver accurate and reliable utility bills, including fees, adjustments and billings for enhanced services, and cashiering for the City
- Manage customer resolution for service requests, billing, outages, projects or program offerings, and payment options, while educating customers on the ability to do business via multiple “self-service” options
- Manage residential, commercial, key accounts and ClimateWise partners, implementing relationship management that results in understanding the customers’ business processes, anticipating and responding to needs, and identifying services and programs that exceed customers’ expectations and encourage growth or expansion in Fort Collins
- Foster community engagement for service line operations and educational programs with external stakeholders using expanded tools and techniques that result in effective reputation management
- Benchmark customer satisfaction to determine areas for improvement, with the goal of attaining overall customer satisfaction of 80% or above
- Manage internal communications so that employees become ambassadors to the public with operational and program information

45.2 Utilities Information Technology Services - Funded

2015 - \$3,918,465

2016 - \$4,120,248

Included in this offer is the Enterprise Information Technology allocation to Utilities. The allocation covers Utilities' portion of the IT Department's Enterprise Applications, Infrastructure and Administration offers in this budget process. The allocation represents \$2,039,251 of the offer in 2015; \$2,041,220 in 2016. Metrics associated with this allocation reside in Information Technology offers in the Data and Communication Fund 603. These amounts are not additive to the IT Department offers, but represent the funding mechanism for the Utilities portion of the IT offers. Additionally, this offer includes the ongoing support and development activities of the Application Services - Utilities team. More than 100 applications used by Utilities employees are supported and enhanced by this organization.

Several of the applications are enterprise strength and include:

- 1) Utilities Customer Billing System
- 2) Advanced Meter Fort Collins systems such as the Meter Data Management System, the Headend System and the Utilities Customer Web Portal. This highly complex suite of tools receives raw data from the water and electric meters via Wi-Fi, cleanses data, loads it into the Meter Data Management system, and subsequently creates billing determinants that are passed to the billing system for customer bill production.
- 3) Customer Web Portal - just being introduced, this is the most tangible outcome for Utilities customers of the AMFC program where they will be able to see their water and electric consumption online near real-time and hopefully respond to what they see by reducing their use.
- 4) Maximo - Asset Management system that is deployed at the water plant and biosolids division. Utilities is able to set up all their assets (both internal instrumentation and underground assets) on regular maintenance schedules. The system generates workorders and allows projection of maintenance costs out into the future. Phase 2 & 3 are yet to be deployed.

HIGH PERFORMING GOVERNMENT

45.3 Utilities Administration & General Operations - Funded **2015 - \$6,537,477**
2016 - \$6,717,627

This offer funds Utilities Administration and General Operations, which consists of: Executive Director’s Office; Strategic Financial Planning; Community Environmental Project; Regulatory & Governmental Affairs; Locating Operations; Health, Safety and Security; Meter Reading; Utilities Support Services and Grounds Maintenance.

Administrative Services and General Operations:

- The Executive Director provides senior leadership for the four utilities; Customer Connections; Health, Safety, and Security; Strategic Financial Planning; Administration Services; and Records Management. The office sets policies and procedures to ensure compliance with required deliverables to the City Manager’s Office.
- Strategic Financial Planning provides budget preparation and monitoring, rate setting and revenue projections, debt management, financial reporting, payables and receivables, purchasing, and records management. The Asset Management Program is a long-term financial strategic plan in implementing formalized asset management to maintain and replace aging infrastructure safely and sustainably.
- The Community Environmental Project supports 21st Century Utilities programs with a position that aligns triple bottom line analysis with the City’s Sustainability Services Area.
- Locating Operations provides locate services for electric, water, wastewater and stormwater systems, and the City’s traffic and fiber-optic networks.
- Regulatory and Government Affairs supports environmental regulatory compliance and stewardship programs for City operations.

Health, Safety and Security; Meter Reading; Utilities Support Services and Grounds Maintenance includes a variety of shared services, consisting of: utilities and telecommunications, pool cars, after-hours security services, janitorial services, lawn maintenance and snow removal, copier rental, general postage, payments to the General Employees Retirement Plan, and the administrative payment to the City’s General Fund.

45.6 ENHANCEMENT: Administrative Tech Support - 1.0 FTE - Unfunded **2015 - \$61,377**
2016 - \$62,800

This offer adds a 1.0 FTE administrative position to support the Customer Connections Department (CCD), consisting of six functional areas and seven managers: Customer Finance, Customer Support, Communications and Marketing, Customer Accounts, Resource Conservation and Community Engagement. The position will support the extensive efforts being managed to achieve the High Performing Government strategic objective “Strengthen methods of public engagement and reach all segments of the community.”

In 2013, the Customer Connections Department embarked on a comprehensive departmental review of the organizational structure, resources, services, activities and business processes in order to determine if the current structure supports the City Strategic Plan and Utilities 21st Century initiative. The review consisted of key activities as part of a thorough decision-making process in order to recommend an organizational structure that achieves measurable customer-focused outcomes. The administrative position was identified to support the numerous activities associated with administering the processes in all CCD functional areas. There is currently no administrative support in CCD.

Specific tasks include:

- Meeting support, scheduling and calendar coordination, as well as notes from public meetings

HIGH PERFORMING GOVERNMENT

- Managing the CCD planning calendar, identifying projects and programs being implemented within the department to better coordinate with Utilities and City activities, as well as prioritization
- Email management; reviewing and assisting in email to ensure more timely and appropriate responses
- Filing and file management associated with CCD processes and public meetings
- Assistance in preparation for Council presentations
- Assistance in presentations for organization and community presentations
- Assistance in responding to requests for information from the public, including those through Access Fort Collins
- Assistance in preparing for departmental meetings

45.7 ENHANCEMENT: Web Programmer Analyst - 1.0 FTE - Unfunded **2015 - \$88,497**
2016 - \$90,461

This offer funds a 1.0 FTE contractual Web Programmer Analyst position in collaboration with City Information Technology (IT) to achieve the High Performing Government strategic objectives: “Optimize the use of technology to drive efficiency and productivity, and to improve services,” and “Improve productivity, efficiency, effectiveness, customer service, and citizen satisfaction in all areas of the municipal organization.”

In 2013, the Customer Connections Department embarked on a comprehensive departmental review of the organizational structure, resources, services, activities and business processes in order to determine if the current structure supports the City Strategic Plan and Utilities 21st Century initiative. The review consisted of key activities as part of a thorough decision-making process in order to recommend an organizational structure that achieves measurable customer-focused outcomes. The Web Programmer Analyst position was identified for integration into Communications and Marketing as part of the 2015-2016 Budgeting for Outcomes process. The position would be located in the City IT department, funded by and dedicated to Utilities’ website management.

The position supports collaboration among Utilities, the Communications & Public Information Office, IT, and other City departments for website continuity to our customers. The computer platform alignment allows for the development and launch simultaneously with the City. For example, Utilities’ website and the ClimateWise partner reporting site are supported by a third-party vendor with a content management system only the vendor can substantially modify, and does not align with the upcoming City mobile-ready website. As website, self-service and social media continue to be informational resources for our customers, alignment between CPIO and Utilities through IT plays a role in managing mutual launches and features customers expect from the City regardless of the department.

45.11 ENHANCEMENT: Customer Relationship Management System Execution - Funded **2015 - \$75,000**
2016 - \$0

The City of Fort Collins is a progressive municipality with an interest in improving the ability to address customer service issues. The Utilities department has identified a need to maintain accurate customer information in order to manage relationships with residential, commercial, Key Account and ClimateWise customers. Management of these relationships includes:

- tracking all contacts within various customer segments
- program participation
- event attendance

HIGH PERFORMING GOVERNMENT

- greenhouse gas emissions goals and other goals set by ClimateWise program participation
- education and outreach efforts to customers

Ultimately, a Customer Relationship Management (CRM) system will enable the tracking of these needs and serve as a platform for targeted marketing strategies. The long-term plan is for the chosen CRM to be adopted Citywide.

Beginning in second quarter of 2014, a project team comprised of representatives from Utilities Customer Connections, Utilities Finance, Sustainability Services, Economic Health and the Communications & Public Involvement Office will embark on creating a timeline, work breakdown schedule and RFP for choosing a vendor that can assist Utilities in selecting a vendor that will assist in the segmentation study of Utilities' customer classes. After the segmentation study is completed in 2014, the same project team will determine a vendor for selecting a CRM system based on the requirements determined by the project team. The vendor will be selected in the first quarter of 2015.

This offer achieves the High Performing Government strategic objective "Optimize the use of technology to drive efficiency and productivity, and to improve services."

45.12 ENHANCEMENT: Database Analyst - 1.0 FTE - Funded

2015 - \$102,042

2016 - \$104,279

The need for an Oracle database analyst for the Meter Data Management system and other mission-critical systems tied to customer billing was identified with the initial Smart Grid Investment Grant submittal to the Department of Energy in 2009. The full level of complexity and degree of ongoing application support required for Advanced Meter Fort Collins (AMFC) was a bit of an unknown. The AMFC databases and applications require ongoing monitoring and support. Additional phases to be deployed are: full roll-out of the AMFC Customer Web Portal; possible Time of Use billing; Demand Response solutions to help customers understand energy consumption by appliance/device. Utilities has more than 60 additional future projects identified in the IT strategic plan for Utilities, and the skill set of the database analyst is in great demand for some of them. Because we have only one IT Application Service resource who is fully skilled on the Meter Data Management system, Utilities is at risk. This IT resource puts in more than 40 hours per weeks as a norm, and technically has no one else who understands the deep inner workings of the system. This Database Administrator recently had to reverse engineer a very complex piece of software supplied by the vendor to troubleshoot a problem with billing, highlighting the vulnerability of only having one person who understands the system (and potentially others) at this depth. The IT applications operating in the back office perform the analysis and labor-saving automation and are crucial to generating accurate and timely Utility bills (as well as leak detection, real-time outage alerts, remote reads from the billing office, automated connects/disconnects of electricity, and enabling more complex billing solutions). In the 2014 IT Strategy Plan, Utilities requested 82 IT projects. This offer for 1.0 FTE dedicated to AMFC greatly reduces risk to Utilities and adds capacity for the 82+ projects identified in the recent IT Strategy Plan.

45.13 ENHANCEMENT: Systems Specialist - 1.0 FTE - Unfunded

2015 - \$93,593

2016 - \$95,658

Maximo is an Enterprise Asset Management system now in deployment. It will be a repository for all Utilities assets at the plants and in the field. Interfaces will exist to mapping so field personnel can locate the assets from their devices. Condition of assets will be stored and updated. Assets will be put on regularly scheduled ongoing maintenance windows. Preventative maintenance results in lower overall costs as opposed to waiting for asset failure. Asset

HIGH PERFORMING GOVERNMENT

Management, using Maximo, is a key risk avoidance strategy for the Utilities. Different departments will use Maximo: 60 in electric, 60 in water field operations, 40 at the plants, plus we will receive reporting requests from all areas of the Utility. Aggregate forecasting of maintenance costs will be possible using statistical analysis tools. In the past, each Utility had their own proprietary system for workorders and maintenance. Maximo will manage all workorders for all of the Utility departments and will determine the work of all the field crews.

Phase 1 has been deployed to the two water plants. There is still data clean-up underway associated with Phase 1. Phase 2 deploys to Water Distribution and Field Operations, including Stormwater. This deployment will be more complex due to the need for conversion of mapping to ESRI. We have one dedicated IT resource supporting Phase 1 now. As the additional departments move to using Maximo, an additional 1.0 FTE is needed to ensure a quality implementation and sufficient ongoing support. Many other utilities using Maximo have four or five IT technical resources for ongoing support. Phase 2 is underway now, requiring significant effort including mapping. An additional IT resource is needed to help Utilities realize the full benefit of this new robust system. Maximo is too critical to not have adequate support and bandwidth for special reporting, configuration changes, troubleshooting, patching and ongoing day-to-day support. \$1M is already invested.

45.14 ENHANCEMENT: Financial Analyst - 1.0 FTE - Funded **2015 - \$83,536**
2016 - \$85,401

The Utilities Strategic Financial Planning Department and the Financial Operations Division work collaboratively with the City's Finance department to oversee the financial management of the four Utility Enterprise Funds and the Utilities Customer Service and Administration Fund. Monthly, quarterly, and annual reporting expectations and ad hoc analysis requests have continually grown as the Utility and the City have become more and more focused on quantitatively-driven decision making. The Department has developed a long-term Strategic Financial Plan that will serve as a basis for new decision-making tools for all four Utility Enterprise Funds; however, resources are needed to develop those tools and enhance this plan. This additional work load has fallen on the two managers of the Utilities finance groups because there is currently no Financial Analyst position in the Department. The Department has been implementing an Asset Management program for each utility that also requires the financial modeling skills of a Financial Analyst. Given the need to focus more managerial attention on fiscal accountability, competency and sustainability, and on the knowledge transfer and training associated with the impending retirement of a significant portion of the Department (six of the 11 departmental employees are expected to retire within the next two to three years), it is necessary to add a Financial Analyst to this area. This offer funds the addition of 1.0 FTE for a Financial Analyst who will develop financial reporting tools for internal and external reporting, assume some of the reporting responsibilities, and be trained to assume or oversee additional duties as the department demographics quickly evolve.

45.15 ENHANCEMENT: Training Administrative Assistant - 1.0 FTE - Unfunded **2015 - \$61,377**
2016 - \$62,800

Utilities Management currently has a full-time FTE who spends 0.50 time supporting the Safety Training program at Utilities. The intent to add a 1.0 FTE and provide the supporting justification.

This position was created to help with the need to schedule safety trainings for 400+ Utilities employees. This position requires scheduling and coordination of 100+ trainings per year for six locations: USC General Office, 117 N. Mason St. – Customer Service Dept., USC Water Field Services, USC Light & Power, Drake Water Reclamation Facility and the Water Treatment Facility. This also includes Citywide trainings for Active Shooter, etc.; Talent/Reward Administrator support; advertisement of upcoming safety trainings; attendance at Safety Team meetings and managing the Utilities Safety

HIGH PERFORMING GOVERNMENT

webpage on CityNet. Currently this position far exceeds the 0.50 FTE dedicated to these duties and the high volume of trainings we are now offering to all of our employees. This additional 1.0 FTE will take on the following tasks in an effort to accommodate the immediate needs of the Utility Safety Program, which will result in increased employee accountability, improved SMART goals and decreased overall DART/RAF rate.

- On-boarding Training: Administer/identify required trainings for new hires, which will properly train new employees prior to entering the field and will eliminate any lag time for employees to begin their required job functions
- Off-boarding tasks to ensure facility security: ensure access is terminated and keys are returned
- Administer new-hire employee orientation for Utilities
- Document physical cyber security/red flags
- Document Training and Credit units for employees
- Implement mandatory and OSHA trainings
- NIMS training tracking
- Improve communication for employee participation
- Research safety trainings, tailor for particular work groups for most effective and up-to-date training
- Issue severe weather and emergency alerts
- Pool Car key management
- EOC Admin

45.17 ENHANCEMENT: Cyber Security Risk and Vulnerability Management - Funded

2015 - \$250,000

2016 - \$0

This offer will provide funding for consulting assistance, staff training and tools necessary to further improve cybersecurity program capabilities to better protect Utilities' mission-critical information systems.

Utility Services recognizes the importance of maintaining a holistic set of business process controls and technical safeguards to ensure the confidentiality, integrity and availability of information maintained by various information systems that support critical Utility Services functions. Cyber security threats are constantly changing and becoming more difficult to protect against. Cyber security program best practices include periodic vulnerability assessments by independent security experts, ongoing continuous improvement of business processes, and security training to keep staff skills up to date with changing technologies and emerging cyber risks.

This offer will fund independent expert cybersecurity vulnerability testing and risk management consulting services, as well as potentially provide additional staff training and tools appropriate to support the program improvements. This work is intended to be planned and conducted in coordination with the IT Department's Enterprise Payment Card Industry (PCI) certification audit supported by Offer 9.6.

We are employing an incremental, system-by-system approach to continuously improve cyber security. It is the City's current policy that operational costs for departmental IT systems be budgeted for by the department or service area that owns the system. This offer is to support system-specific testing for Utility Services systems, and therefore must be funded by the Utilities. However, Enterprise IT staff will work with Utilities staff in managing the assessments.

HIGH PERFORMING GOVERNMENT

This offer is not dependent on the PCI audit, but monies budgeted for this offer can be more efficiently used if the PCI audit offer is also funded. This offer asks for one-time funding with no ongoing costs.

49.1 Sustainability Services Area Leadership - Funded

2015 - \$375,033

2016 - \$380,811

This offer provides the resources and funding for Sustainability Services leadership and oversight. It includes the staff and support to pursue and implement policies and programs of City Council related to sustainability in Environmental Health, Economic Health and Social Sustainability. Leadership will facilitate departmental and cross-departmental work to advance triple-bottom-line initiatives within the organization, and for City Council and the community.

Sustainability Administration

- Establishes strategic direction and operations for the Sustainability Services Area
- Oversees sustainability initiatives, programs and policies of the City
- Ensures budget development, compliance and management of the service area
- Assists in developing and managing performance metrics of the service area
- Develops systems for monitoring and managing programs related to quality performance of Sustainability Services
- Advocates for programs and activities that advance economic health, environmental sustainability, and social sustainability
- Oversees and establishes strategic direction on public communication about sustainability issues and programs including marketing, web development, social media, Council presentations, other presentations, service area requests, etc.
- Assists in developing, implementing and promoting ELT programs and policies
- Oversees specific multi-department coordination of projects as directed by CMO
- Oversees FortZED and Colorado Clean Energy Cluster

This offer includes 0.5 FTE administrative support to the Chief Sustainability Officer and a 0.5 FTE Financial Coordinator for the entire Service Area for financial and budgeting services. In addition, this offer funds the entire Service Area for office supplies, copier leases and maintenance and time-tracking software.

- CNL 3- Addresses effort to increase affordable housing
- ECON 5-Addresses unenployment rates
- ENV6- Addresses GHG emissions
- SAFE32- Addresses panhandling
- HPG70-Addresses Sustainability communication

HIGH PERFORMING GOVERNMENT

49.3 ENHANCEMENT: Grant Development Specialist - 1.0 FTE - Funded **2015 - \$83,230**
2016 - \$83,172

This offer funds a 1.0 FTE Grant Development Specialist for the City's Service Areas. The position will assist in identifying grant funding sources & compiling related materials. This position will focus on grant-seeking efforts across all City departments. The position differs from the Grants Administrator; a Grants Administrator administers grant funding while the Grant Development Specialist seeks grants & assists in preparing grant applications. The position will leverage resources across the City & open opportunities to secure funding that otherwise would not be sought due to the time-consuming nature of grant applications. The Grant Development Specialist will report to the Director of the Sustainability Services Area.

If permitted by the grant applications, a portion of the Grant Writer' time may be included in the grant application. Including a line item for a Grant Writer is not considered a best practice, is likely to make the application less competitive, & is prohibited in some cases. The Grant Writer's success will be evaluated by the City Council after two years through the next BFO cycle.

Grant writers are common among peer cities. Of 14 peer cities contacted, 9 had grant writers on staff, & many had more than one. Grant writers are located in various departments in peer cities, including CDBG, Housing, Police Services, City Manager's Office, transportation etc. Some communities have more than one grant writer.

Grant Development Specialist

- Research national, state & local funding sources
- Coordinate with department/ division directors to identify priority grant submissions
- Assist staff with the writing & compilation of proposal requirements
- Prepare, coordinate, assemble & submit grant proposals in cooperation with the primary grant seeker
- Maintain a tracking system of proposals and renewals
- Provide compliance requisites to the Grants Compliance Administrator in a timely manner
- Analyze & provide necessary program & demographic data for proposals

49.4 KFCG ENHANCEMENT: Municipal Innovation Fund - Funded **2015 - \$50,000**
2016 - \$50,000

This offer seeks to continue funding \$100,000 per year to implement innovative improvements to the City's physical plant and operational procedures that are not otherwise funded. Sustainability-related projects will continue to be evaluated by an interdepartmental team using a triple-bottom-line approach. The current Innovation Fund Team supports expanding the selection criteria to encompass sustainability projects that are more innovative in nature, may not have a clearly defined Return on Investment, and have not been addressed directly in past years. In order to support a world-class organizational culture and intelligent risk-taking, and to promote innovation, funding is needed for projects that are experimental in nature and should be piloted first.

HIGH PERFORMING GOVERNMENT

In a change from the last cycle, the Innovation Fund would no longer be available to fund basic energy and transportation efficiency improvements for the City organization. Rather, these would go to a new, short pay-back “Municipal Energy Efficiency Fund,” the subject of a separate BFO offer. This offer emphasizes the opportunity to pilot strategies to ensure their effectiveness before advancing to scale.

Innovation Fund projects in the past have yielded measureable environmental benefits. 2013 Innovation Fund project estimates yielded more than \$136,000/yr in savings, reduced an estimated 7,302 gallons of fuel, 116,000 gallons of water, and more than 919 metric tons of carbon emissions per year. The 2014 projects planned from the existing Innovation Fund are expected to save more than \$55,000/yr in utility and maintenance costs, and reduce more than 165 metric tons of carbon emissions per year. The projects will also reduce 463,728 gallons of water, 2,137 therms of natural gas and 1,000 gallons of fuel. Environmental reductions from these projects feed into the City’s carbon accounting system.

An Innovation Fund is not a new idea; many communities and organizations have implemented similar funds.

51.1 City Council - Funded

2015 - \$143,346

2016 - \$143,727

This offer supports the City Council in fulfilling their duties and providing leadership for all areas of our municipal government. This offer enables the City Council to conduct its business in accordance with the City Charter and Municipal Code, and to 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 both formal and informal activities. In addition to preparing for and conducting ongoing bi-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 and gatherings.

City Council:

- Analyzes and enacts policies
- Adopts the City budget
- Authorizes the issuance of bonds and other debt financing mechanisms
- Engages citizens in a variety of ways on numerous issues
- Collaborates and partners with organizations throughout the region, the nation, and internationally
- Provides guidance and direction for the administration of all City services and ensures the City is delivering results that citizens want at a price they are willing to pay
- Acts as hiring authority and performance review body for the City Manager, City Attorney and Municipal Judge

51.2 ENHANCEMENT: Council Training and Engagement - Funded

2015 - \$16,000

2016 - \$16,000

City Councilmembers have opportunities throughout the year to attend conferences and trainings. These events provide beneficial learning and networking that ultimately have collaborative and positive impacts on Council processes, organizational functions and community outcomes.

HIGH PERFORMING GOVERNMENT

52.1 City Manager's Office - Funded

2015 - \$1,744,160

2016 - \$1,769,608

This offer provides senior executive management of the organization through the work of the City Manager and staff. The City Manager provides leadership in all areas of municipal services in accordance with the City Charter and provides strategic vision and priorities for the organization. The City Manager's Office staff serve as liaisons between the City Council and City staff for carrying out requests and supporting the many 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.

This offer also includes Policy and Performance Excellence staff and the Management Intern position. Policy and Project Managers support a variety of policy projects and the Legislative Program. Projects are often cross-functional, contributing to meeting the results of strategic objectives. The Performance Excellence program uses continuous improvement processes and focus teams to build organizational capacity. The Management Intern Program is designed to attract and develop talented individuals with an interest in a local government management career. The City benefits from the work contributions of this position.

Administrative Support in this offer provides support for the Mayor, six City Councilmembers and senior executives. Support for these individuals includes coordinating Council materials, complex calendaring, tracking and coordination of service requests, and interactions with a wide variety of citizens, officials, staff and community partners. Staff also coordinates requests for service from City Councilmembers and citizens, including an average of approximately 750 Service Area Requests per year.

52.3 KFCG ENHANCEMENT: Community Research Fund - Unfunded

2015 - \$50,000

2016 - \$50,000

This offer would set aside City resources to leverage the development of actionable City or regional research. The offer proactively leverages the intellectual capital from research universities to initiate locally-actionable information. This offer is necessary because, while the research is housed locally, much of the work being done at CSU (and other research universities) cannot be used to solve issues in Fort Collins.

A Community Research Fund would allow the City to work regionally, partnering with other communities to prioritize needed research or data and then fund research development. Conceptually, the collaborating cities would identify an area of need, write a Request for Proposals or a Request for Ideas and submit that to universities, think tanks or private research groups to either evaluate options or to provide granular, local-level data.

The Community Research Fund would ensure City leaders have actionable research on community priorities. Federal agencies' budgets are shrinking and much of the federal research is not actionable for cities, either because it is too macro-level or on unrelated topics. By investing in local-level research, which would not otherwise be funded by others, the City can develop information to direct future budget allocations more effectively.

The fund would leverage Colorado State University, the University of Colorado and other top research universities' intellectual capital – in the process developing stronger relationships between Fort Collins and academic all-stars – and direct research to Fort Collins topics. This fund could be used to expand the City's brand as a "best practices community" that seeks to plan and then do or build.

HIGH PERFORMING GOVERNMENT

Some areas of possible research funding could be:

- water resource management – evaluating weather trends or infrastructure needs
- climate adaptation
- operational practices – street maintenance techniques, traffic control, fleet fuel optimization, etc.
- power generation strategies

52.4 KFCG ENHANCEMENT: Citywide Volunteer Program Manager and Program - 1.0 FTE - **2015 - \$180,316**
Funded **2016 - \$151,287**

Volunteers provide a significant resource to the City; 9,000+ individuals donate 150,000+ hours per year. This time is the equivalent of 75 FTEs. This offer would create a Citywide Volunteer Management Program including:

- Volunteer Program Manager position (City Manager's Office)
- Citywide volunteer database
- Improved recruitment and communication
- Citywide volunteer recognition

Feedback from Rocky Mountain Performance Excellence Examiners in 2013 indicated the City needs to improve many aspects of volunteer management, including:

- Onboarding to ensure volunteers connect with the City mission, vision, values and strategic priorities
- System for managing volunteer information
- Consistent volunteer engagement and feedback

Several cross-departmental focus groups revealed current gaps in City volunteer management:

- Inconsistent understanding of human resources, legal and risk management issues
- Some departments use sophisticated information technology programs to track volunteer information while others maintain Excel spreadsheets
- Little information is shared among department volunteer programs
- Missed opportunities to take advantage of potential volunteers in the community (like CSU student groups or retirees) due to a lack of a centralized recruitment strategy
- Volunteers have different experiences serving different departments, impacting the City brand

These enhancements will create a uniformly positive volunteer experience for anyone donating time to the City. This offer will enhance existing volunteer programs throughout the City through:

- Coordinating regular meetings for staff who work with volunteers
- Tracking and reporting metrics
- Increasing volunteerism in the community through outreach to residents and external partners like Colorado State University and businesses
- 100% adherence to City policy including background checks as needed
- Consistent selection, onboarding, training and recognition
- Citywide database for volunteer information

HIGH PERFORMING GOVERNMENT

53.1 Communications and Public Engagement Programs and Services - Funded **2015 - \$1,556,984**
2016 - \$1,580,181

This offer enables fundamental services from the Communications and Public Involvement Office (CPIO), including Cable 14 and Graphics Services. It includes management, development and implementation of the City’s core communication and public engagement programs and projects to make local government more transparent and accessible. Primary services include: strategic communication planning and implementation, graphic design, video and audio production and distribution, public engagement and outreach, media relations, special events, online content at fcgov.com, employee communication and events, social media strategy and management, communication support across all Service Areas, and crisis communication.

The offer provides delivery of essential information to the community about local government services, legislative action taken by local City officials, and topical and timely City and County issues. It permits the City to inform and communicate regarding public meetings, and City policy discussions and decisions, to produce two longstanding television programs of community interest, and to provide emergency information to citizens.

The offer includes: Essential personnel and technical support to facilitate public engagement and a variety of print, video and online products and collateral materials

- Essential audio, video and graphics equipment and supplies
- Creative services and media production support for employee awareness and training
- Strategic public and employee communication services and public engagement capability
- Media services, including content creation and distribution

These services play a crucial role in public awareness and perception of the City and enable key internal and external communication functions for the City. It also fulfills video production and distribution commitments between the City and Larimer County partners funded through intergovernmental agreements.

This offer includes approximately \$35,000 in annual KFCG funds.

53.2 ENHANCEMENT: Telling Our Stories Strategic Video Outreach - Funded **2015 - \$35,000**
2016 - \$35,000

This funds the creation and distribution of two high definition video series that demonstrate how the City provides world-class services through operational excellence and a culture of innovation, and how the City is delivering on commitments to the community. It provides efficient and effective methods to share timely information about high-priority City initiatives with the public.

The video series includes:

1. City News & Information: A series of twenty-four (24) short (60-second) public service announcements to bring timely information to the public. This supports strategic efforts from the City’s Public Relations Coordinators to keep the community up-to-date about “need to know now” operational items, such as City events, open houses, status of key projects, and policy updates.
2. High Performing Government: Ten (10) approximately five-minute long high definition videos featuring success stories that demonstrate progress

HIGH PERFORMING GOVERNMENT

toward the City's Strategic Outcome Objectives. The videos highlight innovative concepts, technology and/or collaborations that make City programs and projects remarkable.

53.3 KFCG ENHANCEMENT: Community Funded - Unfunded **2015 - \$55,440**
2016 - \$41,469

This offer funds an online civic crowdfunding tool called "Community Funded."

Civic crowdfunding is a match funding process among municipal administrations, citizens and organizations to implement projects of public interest. An innovative tool of modern urban planning, it offers a potential solution to limited City financial assets by initiating participatory planning processes and providing a way for the public and organizations to support specific programs and projects they deem most important.

The tool allows community members to contribute to projects they deem most important and instills a sense of ownership of public spaces. Most importantly, it gives community members an enhanced means of engaging in the funding process and increases public involvement.

The Community Funded online platform has been developed by local entrepreneurs and has been successfully demonstrated by organizations including OtterBox and Colorado State University.

The Community Funded platform would not be used to fund core City services, but would give local community members and organizations a tool to identify enhancement opportunities for public projects and allow them to direct their own funding to augment those projects over and above what basic funding brings. These enhancements would fund items and projects that give our community a sense of place, express its personality and make Fort Collins an exceptional place to live, work and play.

The Community Funded online platform can be integrated into the City's website, fcgov.com, to foster feedback and collaboration, and to support development of ideas and projects.

53.4 ENHANCEMENT: Tools and Support for Efficient and Effective Communication - Funded **2015 - \$85,000**
2016 - \$84,800

This offer optimizes technology and augments hourly support staff to meet existing organizational needs, and to drive efficiency and productivity within the Communications & Public Involvement Office. The tools, software and hourly support in this offer will improve City staff decision-making by providing improved public opinion data gathering and analysis. It facilitates collaboration with the public and City staff, extends the reach and impact of the City's communication efforts and reduces staff time through the use of modern technology.

It includes:

- Industry standard social media management tools, such as Hootsuite and Tweetreach, and an online project management tool, Basecamp, to reduce time spent in meetings
- Some PR, Community Engagement and graphic arts software training to enhance service and ensure staff remains proficient
- Hourly support and industry standard online tools to gather, analyze and report public opinion, including online and third-party survey instruments, such

HIGH PERFORMING GOVERNMENT

as Survey Gizmo

- Materials such as stock imagery and art supplies to create outreach materials
- Hourly funding to meet increasing community expectations related to communication and public engagement, including maintaining information on fcgov.com and the City's mobile applications

53.5 ENHANCEMENT: Inclusive Public Engagement - Funded **2015 - \$30,000**
2016 - \$30,000

In support of the Communications and Public Involvement Office's top strategic priority, "Effective Public Involvement," this offer fosters the City's ability to build long-term and trusted relationships with focused segments of the local population, such as minorities, disabled, low income, youth, seniors and other groups to stimulate and strengthen civic engagement.

This offer enables City staff to go beyond the usual methods of engagement to encourage more members of the community to voice their opinions, ideas and concerns. The offer also stimulates civic inclusivity and broadens the City's reach in efforts such as the biennial Citizen Survey and community listening sessions, by ensuring support for language translation and interpretation services.

Enhancements provided by this offer will build trust and help facilitate a sense of cohesive community for a broader set of citizens. This is essential to shape and deliver a comprehensive and collective vision for the benefit of the entire city.

66.1 PDT Administration - Funded **2015 - \$538,849**
2016 - \$547,461

This offer funds the Office of the Director of Planning, Development and Transportation (PDT), including the Director, Deputy Director, and Executive Administrative Assistant. This offer reflects a reduction of two Communications Team members (1.3 FTE) who transferred to the Communications & Public Involvement Office in 2014 due to reorganization. The PDT Service Unit is comprised of seven departments, including Community Development and Neighborhood Services, Engineering, Parking Services, Streets, Traffic Operations, Transfort, and FC Moves (Transportation Planning). PDT has more than 327 employees and a total budget of more than \$47 million. PDT Administration leads the operations of all community planning functions, the Development Review Center, and transportation-related functions including transit, capital construction, traffic operations, parking services, and street maintenance. The leadership function is essential to achieving goals, strategies and action items reflected in Plan Fort Collins as well as Strategic Outcomes in Economic Health, Safe Community, Neighborhood Livability, and Transportation Outcome Areas. This offer is submitted to HPG due to the broad and encompassing nature of PDT services. Please note: this offer also includes mandatory General Employees Retirement Fund contributions and investment charges for the Transportation Fund.

PDT Administration

- Provides administrative leadership, direction and coordination to seven 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 and culture of safety

HIGH PERFORMING GOVERNMENT

67.1 Legal Services - Funded

2015 - \$1,958,381

2016 - \$2,017,532

This offer will enable the City Attorney's Office (CAO) to maintain the level and quality of service necessary to support the expanding needs of the City organization.

Under the City Charter, the CAO has multiple roles. The first is to advise the officers and employees of the City in matters relating to their official powers and duties. This occurs in a fast-paced and rapidly changing environment, and often entails the drafting of memoranda in which the attorneys offer opinions and advice to a variety of constituents within the organization.

Next, the CAO is responsible for drafting all ordinances and other legal documents that the City needs in the course of its operations. In a given year, the attorneys help prepare hundreds of agenda items for the Council's consideration, as well as a wide variety of written agreements. The preparation of these documents requires extensive research, writing and negotiation.

Third is the responsibility to represent the City in all legal proceedings. This includes overseeing dozens of civil actions and handling a heavy caseload in Municipal Court.

The final Charter responsibility is to attend all meetings of the City Council. In addition to Council meetings, the attorneys in the office also attend the meetings of a wide variety of Council committees and City boards and commissions.

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 the objectives of the City Council and City staff are met.

Additional funding in 2013-2014 allowed the CAO to restructure its operations and to add an in-house water law attorney, two paralegals and a half-time secretary. Even with those additions, the CAO cost of operation compares favorably both to the cost of legal offices of other peer cities along the Front Range and to the cost of outside legal counsel.

80.1 Graffiti Abatement Program - Funded

2015 - \$100,813

2016 - \$102,669

This offer funds the City's Graffiti Abatement Team and the equipment and supplies to support their mission. The team falls under the scope of the Health, Safety and Security division of the Utilities and is tasked with the overall responsibility of graffiti abatement within Fort Collins.

Graffiti Abatement Coordinator

- Oversees the administrative duties of the program, including monthly reporting, budgets, private contractor costs, media updates and speaking engagements
- Oversees the volunteer program in which hundreds of participants are given safety briefings, training and supervision while out as a graffiti abatement volunteer

HIGH PERFORMING GOVERNMENT

- Oversees the surveillance program and works closely with law enforcement in identifying possible suspects; presents on behalf of the City for restitution

Graffiti Abatement Officer

- Responsible for the majority of abatement
- Works closely with the Art in Public Places program as the Utility Department liaison
- Works closely with law enforcement in identifying possible suspects

In 2013 the team addressed 3,836 issues with 70.75% of the graffiti being abated as a result of being pro-active. Graffiti information is received from three sources:

- o Hotline – 970.416.2400
- o Online – Access Fort Collins system, and includes online police reports and emailed reports
- o Pro-Active – those issues discovered in the field by the Graffiti Abatement Team

See performance measure CNL25 concerning the pro-active measures taken by staff in 2013.

80.2 ENHANCEMENT: Graffiti Abatement Vehicle - Unfunded **2015 - \$34,700**
2016 - \$2,700

This offer establish a designated vehicle specifically designed for the Graffiti Abatement Team. For the past six years, the Graffiti Abatement Coordinator has had to use a spare or motor pool vehicle. As a result, the supplies are stored seperately, resulting in a less-than-efficient operation. Approximately 12.5% of the work day is lost due to transferring equipment to and from storage. The Graffiti Abatement Officer has had a loaned vehicle from Utilities, but it is an older model and is not specifically designed for graffiti abatement, and is often recalled back to service by the department loaning the vehicle to Graffiti Abatement.

The loaner vehicile has spent above average time in the shop for repairs mainly due to its age and condition. By adding a designated vehicle, the team will always have a mode of transportation that is designed for graffiti abatement and a back-up that can be used by the Graffiti Abatement Coordinator, who will be able to store supplies in the vehicle, thus reducing lost time for trasnferring supplies.

113.1 ENHANCEMENT: Utilities Capital Project: Vehicle Storage Buildings - Funded **2015 - \$2,629,393**
2016 - \$0

Building two vehicle storage buildings, one for Light & Power and the other for Water Field Services, each being approximately 9,600 square feet.

- Current Utility vehicle storage buildings are not sufficient for all emergency response vehicles and equipment
- Currently approximately \$2.5 million worth of equipment is stored outside in the elements
- During inclement weather situations, vehicle storage is necessary for the safety of our employees
- Eliminate potential slips and falls due to wet and icy surfaces from the vehicles being staged out in the weather. These types of injuries are our number-one cause of worker claims.
- Safe equipment operation can be altered by simple thunderstorms/snow flurries
- Purposed covered parking will help slow the depreciation of equipment

HIGH PERFORMING GOVERNMENT

- Keeping vehicles from the elements prolongs the use of the equipment
- Life of hydraulic systems, cranes, automotive batteries and tools stored in the open beds and compartments of the vehicles will be prolonged
- Energy supplied by solar panels
- Limit idling time when vehicles are cold
- Provide safe working space during inclement weather
- Will also house small fabrication shop (water)

116.1 City Clerk Administration - Funded

2015 - \$668,714

2016 - \$694,454

This offer funds the daily operations of the City Clerk's Office, which provides internal support to the City Council and the entire City organization, enabling the City to provide effective local governance. Major services included in this offer are:

- Information and records management (including coordination of open records requests)
- Boards and commissions coordination
- Production of City Council agenda and related documents
- Codification of regulatory provisions
- Publication of legal notices
- Election management (staffing only)
- Liquor licensing
- Medical and retail marijuana licensing
- Passport services (on behalf of US Dept. of State)

These services serve both internal and external customers and support all City departments in achieving desired outcomes. Many of the services provided are mandated by state statute, City Charter, City Code, and Land Use Code (e.g., elections, liquor licensing, marijuana licensing, legal notices).

This offer includes three business units: Administration, Boards and Commissions, and Passports.

116.2 Elections - Funded

2015 - \$238,025

2016 - \$6,050

Article VIII, Section 2 of the City Charter provides for a regular municipal election to be held in April of odd-numbered years. In addition, any number of City-initiated, or citizen-initiated or referred measures, may be submitted to the voters at any time.

The April 2015 election will be conducted by mail ballot. As first done in 2013, the City will pay postage for all voted ballots returned by mail. Due to changes in the state law concerning voter registration, the voter category previously known as "inactive-failed to vote" no longer exists. Those voters were converted to "active" prior to the November 2013 election, raising the number of active voters significantly. However, following the November election, many of those voters were reclassified again as "inactive-returned ballot" and the number of active voters remains at approximately the same level as it was prior to changes in the state law.

HIGH PERFORMING GOVERNMENT

116.3 ENHANCEMENT: Licensing Coordinator - 1.0 FTE - Unfunded **2015 - \$77,430**
2016 - \$73,570

This position is requested to adequately resource medical/retail marijuana licensing functions, and to supplement resources currently devoted to liquor licensing.

Marijuana licensing is a relatively new function of the City, assigned to the City Clerk's Office. Experience with medical marijuana licensing has shown that it consumes approximately 40-50% of an FTE. Retail marijuana licensing has been added in 2014. Licensing functions do not end once a license has been issued. There are ongoing events with each license including:

- Providing notice of and processing renewals
- Providing notice of and collecting annual inspection fees and annual operating fees
- Processing manager registrations
- Processing trade name changes
- Processing changes in corporate structure
- Processing transfers of ownership (same workload as if a new application)
- Scheduling disciplinary hearings and processing results of disciplinary actions
- Maintain licensing database and records
- Fielding questions from prospective business owners
- Fielding questions from current business owners
- Preparing reports on licensing activities
- Maintaining web pages

Marijuana licensing will be the primary responsibility of this position, relieving the Chief Deputy City Clerk of those duties. As workload allows, this position would also assist with liquor licensing functions and be fully trained to handle liquor licensing transactions in the absence of the Deputy City Clerk. This FTE will work very closely with the City Attorney's Office and Police Services.

This offer ties to Offer 57.22 (Police Services) for additional FTEs for marijuana and liquor regulation.

118.1 Fleet Maintenance, Fueling and Rentals - Funded **2015 - \$10,429,665**
2016 - \$10,836,551

This offer provides vehicle and equipment maintenance for nearly 2,000 city units. This includes repairs, preventative maintenance, DOT inspections, parts inventory, after-hours call outs, bus cleanings, service calls to remote sites, and license plates and titles. A variety of fuel sites/locations are also available (internal and external), along with a mobile fuel truck. This offer also provides rental services for departments to check out a vehicle from the City's Pool rental program or rent equipment from outside vendors on an as-needed basis. This offer is fully funded by departments that utilize these services.

HIGH PERFORMING GOVERNMENT

118.2 Facilities Operations - Funded **2015 - \$8,328,270**
2016 - \$8,694,696

This offer provides General Fund facilities operations which include: maintenance, custodial, aquatics, project management, planning and design, real estate services, administration, building utilities, and internal mail service. Alterations, renovations, non-maintenance requests, Real Estate and Project Management services are charged back the departments that use or request that service.

118.3 ENHANCEMENT: Facility Access Control Consolidation - 1.0 FTE - Unfunded **2015 - \$277,127**
2016 - \$198,100

Currently in the City of Fort Collins portfolio of building access control, there are approximately 60 City buildings with access control systems encompassing more than 700 card access reader entry points. This span of buildings reports to seven differently managed databases and five different access control software packages. This offer looks to consolidate these systems under one database with the ability to have multiple administrator control, but with the ability to be transparent across the City.

118.6 General Fund Vehicle and Equipment Replacements Existing Payments - Funded **2015 - \$42,800**
2016 - \$42,800

This offer provides a dedicated funding source for vehicles and equipment replacement for 100% General Fund departments in accordance with the City's replacement program.

This offer includes the replacement of cars, vans, trailers and trucks for the following departments:

- * Facilities
- * Building Inspection
- * Neighborhood Services
- * Cable 14

The replacement criteria is:

- * Cars/Pickups/Vans – between 90,000–95,000 miles
- * Trailers – 10 years
- * Other equipment – case-by-case basis

Plus Physical Condition and Economics

118.11 ENHANCEMENT: Sustainability Lease Payments - Unfunded **2015 - \$200,000**
2016 - \$138,000

This offer funds the leasing of office space and furniture for the Sustainability Services area at the new Utilities building being constructed on the northeast corner of Laporte Avenue and Howes Street.

HIGH PERFORMING GOVERNMENT

The construction of the 37,500 square foot building is scheduled to begin in the summer of 2014 and be completed in January 2016. The Utilities department is the owner of the property where the building is being constructed.

The Sustainability Services department will occupy 6,900 square feet consisting of reception area, offices, cubicles and meeting rooms. The annual lease payment for this space is \$138,000 and is payable to Utilities.

The project budget for the Utilities building does not include funding for furniture for Sustainability. The total amount needed to purchase offices, cubicles and meeting rooms is \$200,000.

The lease payment is an ongoing cost and the furniture expense is a one-time expense.

118.18 ENHANCEMENT: Mechanic and Equipment Maintenance Worker - 2.0 FTE - Unfunded **2015 - \$114,527**
2016 - \$117,249

This offer proposes the addition of 1.0 FTE Mechanic and 1.0 FTE Equipment Maintenance Worker for Fleet Services. These positions will help improve turn-around time for repairs and will staff a new graveyard shift for Transfort's MAX bus service. Without additional staffing for that service, additional spare buses will be required. These positions are funded by the departments that request this service.

118.20 ENHANCEMENT: Conversion Hourly to Classified, Energy Manager - 1.0 FTE - Funded **2015 - \$13,292**
2016 - \$12,630

Currently, Operation Services employs a part-time hourly Energy Manager who is responsible for internal energy tracking, rebates and facility design consultation. This position previously was authorized as 1.0 FTE, but was not filled, and eventually the FTE was eliminated. This position has been highly successful; however, the part-time arrangement is not adequate to address the City's energy and greenhouse goals and initiatives. This offer proposes to increase this position to 1.0 FTE so the City can focus more on energy conservation efforts, tracking, education and integrated energy design.

118.21 General Fund Vehicle and Equipment 2015-16 Replacements - Funded **2015 - \$27,314**
2016 - \$24,181

This offer provides a dedicated funding source for vehicle and equipment replacement for 100% General Fund departments in accordance with the City's replacement program for 2015 and 2016.

This offer includes the replacement of cars, vans, trailers and trucks for the following departments:

- * Facilities
- * Building Inspection
- * Neighborhood Services
- * Cable 14

HIGH PERFORMING GOVERNMENT

The replacement criteria is:

- * Cars/Pickups/Vans – between 90,000-95,000 miles
- * Trailers – 10 years
- * Other equipment – case-by-case basis

Plus Physical Condition and Economics

118.22 ENHANCEMENT: Compressed Natural Gas Fuel Site - Unfunded **2015 - \$500,000**
2016 - \$0

This offer is to build a second compressed natural gas fueling facility on City property to serve as a redundant site for the Transfort bus system and as the primary site for other natural gas vehicles in the City's fleet. In 2016, the entire bus system will operate on compressed natural gas, and currently the only site that is available in Fort Collins is at the Transfort facility. A mechanical malfunction or utility disruption could potentially have far-reaching negative consequences on our transit system. Having only one available site in Fort Collins is also very risky and exposes a large amount of vulnerability.

The City plans to purchase additional natural gas vehicles, but this is not viable until a suitable fuel site is available in north Fort Collins. The size of this site would be smaller than the Transfort site, but would be expandable as the demand increases.

We anticipate a partnership with other governmental agencies; however, those talks are in the infancy stages. Grants may be also available, but at this time none are identified.

118.23 ENHANCEMENT: Council Information Center Remodel - Unfunded **2015 - \$60,000**
2016 - \$0

This offer is to cover the audio/video portion of the remodel of the Council Information Center (CIC Room), as well as deconstructing the employee display case and finishing that wall for the projection system.

156.1 ENHANCEMENT: Special Event Coordinator - 1.0 FTE - Funded **2015 - \$106,394**
2016 - \$98,438

This enhancement offer funds a dedicated 1.0 FTE Special Event Coordinator for the City. Fort Collins is recognized nationally as a destination for health and outdoor activities, craft beer, and a growing arts and music scene. The special events around those activities have grown from small affairs largely attended by locals to large, multi-day affairs that are attended by folks from a large region. The need to vet, plan and coordinate these events has become substantial.

Currently, a group made up of members from different City departments handles event permitting and coordinating. Each area has input and in some cases an application for their own piece of an event. The group works hard to deal with issues and support each other, but there is no one person that is in charge of coordinating, approving or disapproving events. These events can come with strong advocates and can be political. The process itself is onerous because there are multiple pieces of an application and it is a paper process based on outdated municipal codes. The overall approval for most

HIGH PERFORMING GOVERNMENT

events currently rests with Police, even though the vast majority of events require no police services.

Impacts of many recurring events on neighborhoods and businesses are not formally considered or tracked. Long-term event planning is not occurring, nor is there any person to champion or sell the issues that the City needs to be considering now for planning the next 20 years. Economic, social and environmental issues are a discussion, instead of part of the process. It's not that the issues aren't known, it's that there are no dedicated resources available to deal with them, and no designated authority to impact them.

This offer is being entered by Police but is supported by every City department involved in events. The current model for dealing with events is ineffective and non-sustainable. It will have to be addressed for special events to remain vibrant, balanced and manageable.

FUND STATEMENTS TABLE OF CONTENTS

Budgeting, Accounting and Funds		page 366
General Fund		page 368
Comparative Budget Statement	fund 100	
Other General Fund Statements		
Special Revenue Funds		page 376
Capital Expansion	fund 250	
Sales & Use Tax	fund 251	
Keep Fort Collins Great	fund 254	
Neighborhood Parkland	fund 270	
Conservation Trust	fund 271	
Natural Areas	fund 272	
Cultural Services	fund 273	
Recreation	fund 274	
Cemeteries	fund 275	
Perpetual Care	fund 276	
Museum	fund 277	
Transit Services (Transfort)	fund 290	
Street Oversizing	fund 291	
Transportation	fund 292	
Parking	fund 294	
Capital Projects Fund		page 393
General Capital	fund 400	
1/4 Cent Building on Basics		
1/4 Cent BCC-Streets & Transportation		
1/4 Cent BCC-Community Enhancement		
1/4 Cent BCC-Natural Areas		
Debt Service and Other Funds		page 400
General Improvement District (GID) #1	fund 252	
GID #15 - Skyview	fund 293	
Timberline/Prospect SID #94	fund 300	
Capital Leasing Corporation	fund 304	
General Employees' Retirement	fund 700	
Urban Renewal Authority	fund 800	
URA - Prospect South TIF District	fund 801	
URA - Mall	fund 803	
Enterprise Funds		page 410
Golf	fund 500	
Light & Power	fund 501	
Water	fund 502	
Wastewater	fund 503	
Stormwater	fund 504	
Internal Service Funds		page 416
Equipment	fund 601	
Self Insurance	fund 602	
Data and Communications	fund 603	
Benefits (employee)	fund 604	
Utility Customer Serv & Admin	fund 605	

BUDGETING, ACCOUNTING & FUNDS

BUDGET BASIS -The basis or principle used for budgeting is the same as that used for accounting, with a few exceptions, and varies according to the fund type.

Governmental Funds use the *modified-accrual basis of accounting*. This means that revenues are recognized when they are earned, measurable and available. Expenditures are recognized in the period that liabilities are due and payable. The budgetary basis is the same and is used in the General Fund, Special Revenue and Debt Service Funds, and Capital Project Funds.

Proprietary and Fiduciary Funds use the *full accrual basis of accounting*. Revenues are recognized when they are earned and expenses are recognized when liabilities are incurred. However, the budgetary basis in these funds is primarily based on the modified-accrual approach. Instead of authorizing budget for depreciation of capital assets, the budget measures and appropriates cash outflows for capital acquisition and construction, which is a modified-accrual approach. In full accrual based accounting debt proceeds are recorded as liabilities rather than a revenue (funding source). For these reasons a reconciliation and adjustment is made on these fund statements to show the difference between the budgetary basis and the accounting basis. Examples of the these funds are Light & Power, Water, Wastewater, Storm Drainage, Golf, all the internal service funds, and the pension retirement fund.

BUDGET TYPES – Budgets are either *lapsing* or *non-lapsing*. Lapsing budgets are annual budgets used for operating and maintenance activities and make up the vast majority of appropriations. Non-lapsing budgets are authorized for the length of a capital project or the term of a grant.

AUTHORIZATION TO SPEND - Council approves expenditures by appropriation ordinances, including those from fund balances. The authorization is generally done prior to the beginning of each fiscal year, but can be done by the City Council anytime during the year if funds are available.

LEGAL LEVEL OF CONTROL – Spending against lapsing budgets is legally capped at the fund level. Although departments cannot move lapsing appropriations between funds, they can move budget between Service Areas and Departments within a fund. Spending for capital projects and grants is capped at the authorized non-lapsing budget. Council must approve, by ordinance, moving appropriations from one capital project or grant to another. They must also approve moving appropriations between lapsing to non-lapsing budgets.

NET CITY BUDGET - Total appropriations or expenditures which make up the City's budget become somewhat complex when dealing with the issue of *transfers* between funds and *internal service fund charges*. Because each fund is a separate entity, Council must appropriate the expenditure in the fund transferring the funds and must appropriate the funds in the receiving fund. Simply put, revenues and expenditures between City funds are accounted for twice and occasionally three times in arriving at total appropriations of the City. For this reason, the total appropriated and authorized amount for any fiscal year can be significantly higher than actual dollars spent or budgeted for that year. The Net City budget is arrived at by excluding the transfers and internal service fund activity.

FUND ACCOUNTING - Fund accounting is used both for budgeting and accounting purposes. Each fund is established for a specific purpose and is treated as a separate accounting entity.

The flow of revenues and expenditures within each fund is somewhat like a bank checking account and a savings account. Revenues are deposited into the checking account and are used to pay for operations and other ongoing activities throughout the year. Any excess of revenues over expenditures are placed in a savings account at year end. The savings is called fund balance and can be restricted, committed or assigned for a specified purpose.

FUND TYPES - The City of Fort Collins utilizes several types of funds: General Fund, Special Revenue and Debt Service Funds, Enterprise Funds, Internal Service Funds, and Capital Project Funds.

The *General Fund* is the largest fund and includes such services as Police; Planning, Development and Transportation; Parks and Natural Resources; Facility Operations and Maintenance; Financial; Executive, Legal and Judicial; and Human Resources. The General Fund also makes significant contributions several other funds such as Recreation, Cultural Services, Cemeteries, Transportation and Transit (the City's bus system, Transfort).

Special Revenue and *Debt Service Funds* each have a specific revenue source or sources which are restricted to specific purposes for expenditure by federal or state law, or by City ordinance or resolution. Examples of Special Revenue Funds are Cultural Services and Facilities, Cemeteries, Recreation, Transit, and Transportation. The Debt Service Funds are used for payments on the City's long-term debt.

Enterprise Funds are self-supporting through user fees. Light and Power, Water, Wastewater, and Stormwater Utilities, and the Golf Fund are classified as Enterprise Funds. The accounting for enterprise funds is similar to private sector business accounting.

Internal Service Funds provide support to other City departments. Included in this category are: the Benefits Fund; the Equipment Fund which supports the city fleet and vehicle maintenance; Data & Communications Fund which supports the City telephone and computer systems; the Self Insurance Fund for city liability insurance, and the Utility Customer Service and Administration Fund which provides management, support services, and customer services for the four utility funds. Internal Service Funds are self-supported by charges and transfers from the various funds that use their services.

The City's governmental Capital Projects are accounted for in the Capital Projects Fund, Conservation Trust Fund, and Neighborhood Parkland Fund. Note that these funds do not account for capital projects related to the Enterprise Funds. Operation and maintenance costs associated with each capital project are budgeted separately in an operating fund.

GENERAL FUND - 100

COMPARATIVE BUDGET STATEMENT

	ACTUAL 2012	ACTUAL 2013	Projected 2014	BUDGET 2015	BUDGET 2016
Beginning Fund Balance	\$40,167,124	\$55,252,765	\$60,119,919	\$71,405,867	\$65,235,922
Revenues					
Taxes	88,612,238	89,625,619	100,218,146	95,515,610	96,773,125
Licenses and Permits	1,999,017	2,776,268	4,366,908	3,060,900	3,060,900
Fines and Forfeitures	2,782,990	2,803,037	2,534,249	2,437,380	2,490,158
Intergovernmental	10,960,401	10,897,396	10,099,252	11,127,822	11,488,810
Charges for Service	8,161,064	8,668,524	8,957,706	8,320,607	8,507,526
Earnings on Investments	420,237	105,922	1,284,208	643,002	723,934
Miscellaneous	1,935,069	1,476,271	1,269,543	1,177,820	1,189,807
Total Revenues	\$114,871,016	\$116,353,038	\$128,730,013	\$122,283,141	\$124,234,260
Other Financing Sources					
Other Financing Sources	150,500	158,771	1,180,946	0	0
Transfers In	6,952,904	1,154,551	1,284,734	489,647	684,104
Total Other Financing Sources	\$7,103,404	\$1,313,322	\$2,465,680	\$489,647	\$684,104
Total Revenues & Other Financing Sources	\$121,974,421	\$117,666,359	\$131,195,693	\$122,772,788	\$124,918,364
Expenditures					
Investigations	5,240,449	5,393,919	5,555,821	5,206,389	5,394,878
Police Information Services	7,951,358	6,451,324	7,172,778	7,104,543	7,254,940
Patrol	16,338,530	16,414,886	17,541,939	17,985,143	18,698,667
Office of the Chief	3,217,235	3,132,672	2,507,676	2,442,091	2,467,581
Economic Health Office	906,054	2,443,410	1,758,185	767,839	773,855
Social Sustainability	751,276	1,185,371	1,201,531	1,292,487	1,297,080
Environmental Services	1,069,477	1,462,549	1,226,412	1,505,543	1,396,589
Sustainability Services Admin	188,630	398,985	419,359	403,263	408,983
Finance	3,166,784	3,646,819	3,711,446	4,073,414	3,906,989
Non Departmental	1,404,327	1,192,045	1,708,678	1,571,521	1,594,131
Comm. & Public Involvement	995,040	1,112,955	1,174,153	1,686,607	1,709,649
Human Resources	1,347,889	1,595,582	1,792,108	2,278,691	2,135,686
Operation Services	8,299,622	9,597,320	9,198,919	10,546,327	11,094,444
Community Services Admin	269,087	313,375	315,225	331,957	339,243
Cultural Services	277,208	302,075	313,749	364,500	349,800
Parks	8,035,141	8,270,771	8,976,440	9,430,154	9,541,939
Natural Areas	126,611	40,308	50,028	151,456	152,206
City Clerk's Office	835,780	790,162	644,148	906,739	700,504
PDT Administration	456,061	471,844	474,274	444,567	453,140
Comm Dev & Neighborhood Svcs	4,562,338	4,491,451	6,214,385	6,638,893	6,698,320
City Attorney's Office	1,261,192	1,441,756	1,710,632	1,958,381	2,017,532
City Council	104,131	137,892	136,061	143,346	143,727
City Manager's Office	2,396,890	2,525,127	2,731,867	2,594,660	2,585,808
Municipal Court	550,014	549,489	602,173	692,593	694,731
Poudre Fire Authority	16,931,807	17,412,296	17,682,145	19,383,092	20,556,908
Total Expenditures	\$86,682,932	\$90,774,383	\$94,820,133	\$99,904,196	\$102,367,330
Other Financing Uses					
Debt & Other Uses	250,893	29,628	0	64,047	52,537
Transfers Out	19,954,954	26,430,804	25,089,612	28,974,490	26,691,696
Total Other Financing Uses	\$20,205,847	\$26,460,433	\$25,089,612	\$29,038,537	\$26,744,233
Total Expenditures & Other Financing Uses	\$106,888,780	\$117,234,815	\$119,909,745	\$128,942,733	\$129,111,563
Advance to other fund	\$0	5,000,000.00	\$0	\$0	\$0
Activities Reported in Sub Funds-Revenue	0	28,094	0	0	0
- Expenditures	0	(1,448,588)	0	0	0
- Total Other Financing Sources	0	856,104	0	0	0
Total Adjustment to GAAP	\$0	\$4,435,610	\$0	\$0	\$0
Net Change in Fund Balance	\$15,085,641	\$4,867,154	\$11,285,948	\$(6,169,945)	\$(4,193,199)
Ending Fund Balance	\$55,252,765	\$60,119,919	\$71,405,867	\$65,235,922	\$61,042,723

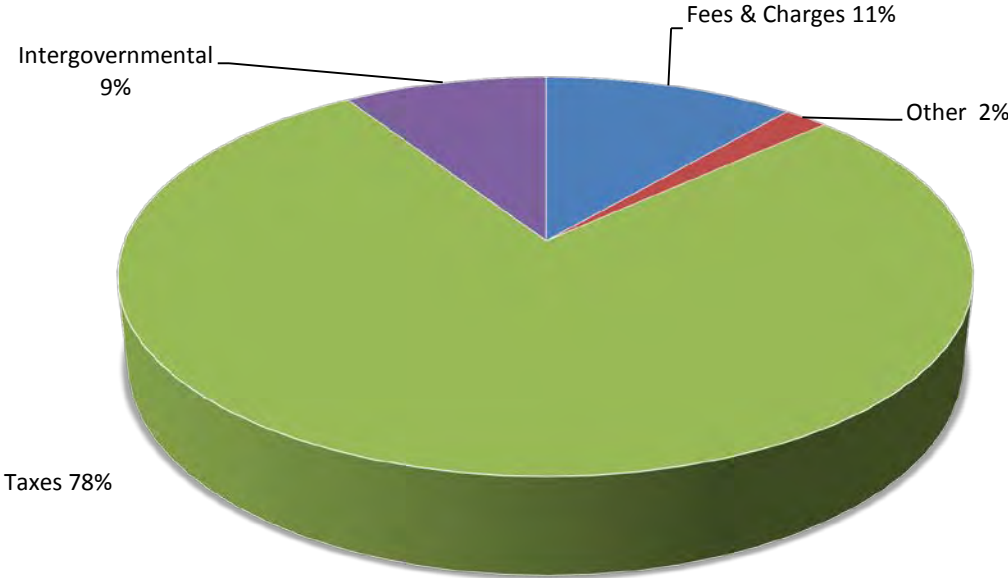
GENERAL FUND RESERVES PROJECTION

	ACTUAL 2012	ACTUAL 2013	PROJECTED 2014	BUDGET 2015	BUDGET 2016
Fund Balance					
Non-Spendable Advances	5,496,830	5,000,000	5,000,000	5,000,000	5,000,000
Non-Spendable Inventories	2,896,665	2,896,665	2,896,665	2,896,665	2,896,665
Non-Spendable Notes/Loans Receivable	125,200	200	125,200	125,200	125,200
NOT Available for Appropriation	8,518,695	7,896,865	8,021,865	8,021,865	8,021,865
Restricted Lodging Taxes	204,665	264,732	470,356	400,000	400,000
Restricted Fiscal Agent	16,474	3,049	3,049	0	0
Restricted for Emergencies	4,749,415	5,331,680	5,331,680	5,331,680	5,331,680
Restricted Police Programs	1,691,660	1,882,818	1,628,882	1,750,000	1,850,000
Restricted Park Maintenance	37,500	75,000	112,500	150,000	187,500
Restricted Economic Rebates	3,039,391	4,717,002	7,748,973	3,000,000	3,000,000
Restricted Donations	600,075	533,297	495,398	500,000	500,000
Committed but Available	10,339,180	12,807,578	15,790,838	11,131,680	11,269,180
Designated for Encumbrances	4,432,156	4,459,009	5,200,000	4,250,000	4,250,000
Assigned for DPS Comm System	619,338	0	0	0	0
Assigned for Police Department Seizure	94,407	94,407	94,363	94,363	94,363
Camera Radar	886,873	876,506	834,687	850,000	885,000
North College	5,700,000	4,300,000	0	0	0
Affordable Housing	237,158	257,690	246,379	250,000	250,000
Manufacturing Use Tax Rebate	200,000	345,000	345,000	345,000	345,000
Waste Innovation Program	269,320	70,847	93,118	115,000	130,000
Lincoln Street Improvements	0	0	3,000,000	3,000,000	0
Police Training Facility Design	0	0	1,000,000	0	0
Transit Bus Replacements	0	0	500,000	500,000	500,000
Police CAD System	0	0	500,000	500,000	500,000
Southridge Golf Course Irrigation System	0	0	500,000	500,000	500,000
Lincoln Neighborhood Improvements	0	0	291,000	291,000	0
Foothills Activity Center	0	0	400,000	0	0
On-Street Pay Parking Meters	0	0	750,000	750,000	0
Projects Committed in the 2015-16 Budget	0	0	9,297,322	3,674,296	0
Assigned Fund Balance	12,439,252	10,403,459	23,051,869	15,119,659	7,454,363
Unassigned Fund Balance	23,955,638	29,012,017	24,541,295	30,962,718	34,297,315
Total Fund Balance	55,252,765	60,119,919	71,405,867	65,235,922	61,042,723
Policy Minimum					
60 Day Policy	19,539,136	19,984,958	21,490,456	21,518,594	21,948,966
Assigned Fund Balance	12,439,252	10,403,459	23,051,869	15,119,659	7,454,363
Unassigned Fund Balance	23,955,638	29,012,017	24,541,295	30,962,718	34,297,315
Total	36,394,890	39,415,476	47,593,164	46,082,377	41,751,678
Above / (Below) Minimum	16,855,754	19,430,519	26,102,709	24,563,783	19,802,712

WHERE THE MONEY COMES FROM

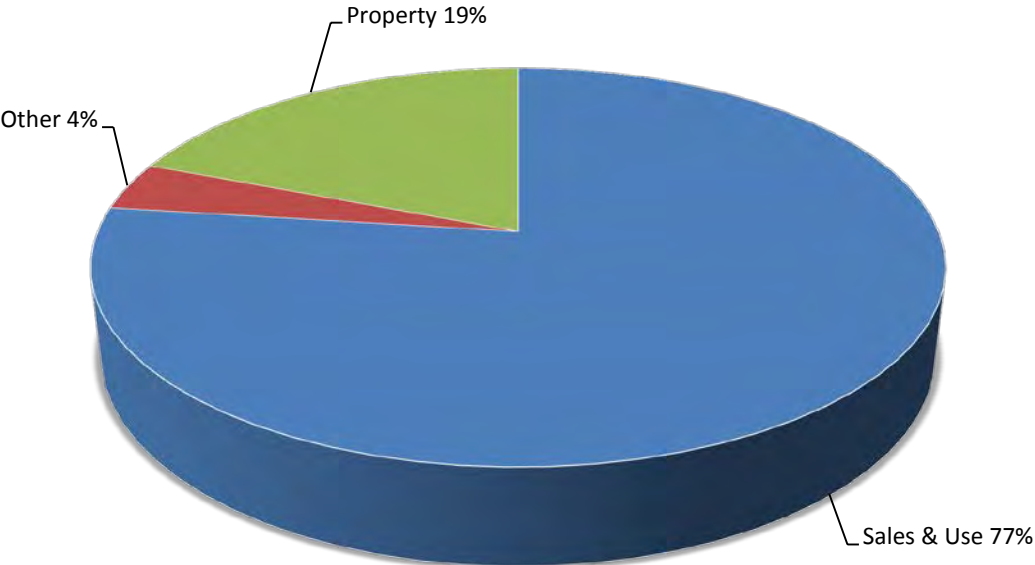
General Fund Revenue

2015 - \$ 122,772,788 2016 - \$ 124,918,364



Tax Revenue Detail

2015 - \$ 95,515,610 2016 - \$ 96,773,125



GENERAL FUND REVENUE DETAIL

	ACTUAL 2013	PROJECTED 2014	ADOPTED 2015	ADOPTED 2016	% Change 2014 to 2015	% Change 2015 to 2016
TAXES	\$89,625,619	\$100,218,146	\$95,515,610	\$96,773,125	-4.7%	1.3%
% of Total	76.2%	76.4%	77.8%	77.5%		
Property Tax	16,903,430	17,624,298	17,990,000	18,710,000	2.1%	4.0%
Sales Tax	57,860,487	61,775,633	62,837,065	64,169,021	1.7%	2.1%
Use Tax	11,106,044	17,237,265	10,928,545	10,153,104	-36.6%	-7.1%
Franchise Tax - Cable	1,485,678	1,124,889	1,400,000	1,420,000	24.5%	1.4%
Franchise Tax - Telephone	329,789	329,770	335,000	340,000	1.6%	1.5%
Occupational Priv-Gas Service	445,400	445,000	445,000	445,000	0.0%	0.0%
Occupational Priv-Liquor Lic	392,098	376,679	365,000	370,000	-3.1%	1.4%
Lodging Tax	1,102,694	1,304,613	1,215,000	1,166,000	-6.9%	-4.0%
LICENSES & PERMITS	\$2,776,268	\$4,366,908	\$3,060,900	\$3,060,900	-29.9%	0.0%
% of Total	2.4%	3.3%	2.5%	2.5%		
Contractor License	167,461	190,063	165,000	165,000	-13.2%	0.0%
Liquor License	17,550	16,900	15,000	15,000	-11.2%	0.0%
Home Occupational Licenses	8,939	6,993	9,000	9,000	28.7%	0.0%
Business License	9,401	10,672	9,400	9,400	-11.9%	0.0%
Business License - Class II	20,247	17,294	20,500	20,500	18.5%	0.0%
Solid Waste Collect Licenses	12,800	18,800	12,000	12,000	-36.2%	0.0%
Medical Marijuana Licenses	77,100	110,304	30,000	30,000	-72.8%	0.0%
Solicitor Permits and Badges	9,640	7,820	0	0	-100.0%	0.0%
Building Permits	2,453,131	3,988,062	2,800,000	2,800,000	-29.8%	0.0%
FINES AND FORFEITURES	\$2,803,037	\$2,534,249	\$2,437,380	\$2,490,158	-3.8%	2.2%
% of Total	2.4%	1.9%	2.0%	2.0%		
Court Fines	1,360,037	1,221,908	1,428,000	1,499,000	16.9%	5.0%
Camera Radar / Red Light Fines	776,165	661,591	607,380	589,158	-8.2%	-3.0%
Traffic Surcharge	347,765	321,415	320,000	320,000	-0.4%	0.0%
Police Seizure	184,337	188,955	0	0	-100.0%	0.0%
Larimer County Drug Task Force	46,518	62,894	0	0	-100.0%	0.0%
City Portion of County Fines	77,542	73,357	76,000	76,000	3.6%	0.0%
Fines in Lieu of Suspension	10,672	4,130	6,000	6,000		
INTERGOVERNMENTAL	\$10,897,396	\$10,099,252	\$11,127,822	\$11,488,810	10.2%	3.2%
% of Total	9.3%	7.7%	9.1%	9.2%		
PSD Resource Officers	484,263	-189,622	598,822	604,810	-415.8%	1.0%
Tobacco Tax	352,930	331,113	350,000	350,000	5.7%	0.0%
State Marijuana Sales Tax	0	29,351	0	0	-100.0%	0.0%
Other Shared Revenue	252,051	504,780	0	0	-100.0%	0.0%
PILOT - Light & Power Fund	6,498,191	6,408,068	6,952,000	7,254,000	8.5%	4.3%
PILOT - Water Fund	1,439,385	1,453,263	1,610,000	1,620,000	10.8%	0.6%
PILOT - Wastewater Fund	1,137,088	1,189,703	1,310,000	1,350,000	10.1%	3.1%
PILOT - Other	3,706	3,684	0	0	-100.0%	0.0%
State and Federal Grants	445,921	0	0	0	0.0%	0.0%
Ambulance Service Contract	283,863	368,913	307,000	310,000	-16.8%	1.0%
CHARGES FOR SERVICES	\$8,668,524	\$8,957,706	\$8,320,607	\$8,507,526	-7.1%	2.2%
% of Total	7.4%	6.8%	6.8%	6.8%		
Court Cost, Fees, Charge	273,004	282,649	287,000	301,000	1.5%	4.9%
Liquor Application Fees	42,325	40,330	36,500	36,500	-9.5%	0.0%
Passport Fee	78,821	70,951	65,000	65,000	-8.4%	0.0%
Public Education Govt Fee	121,590	115,591	157,000	157,000	35.8%	0.0%
Larimer County Cable Charges	60,525	75,250	52,000	52,000	-30.9%	0.0%
Administrative Charge						
Capital Projects Fund	45,013	46,363	59,900	61,098	29.2%	2.0%
Golf Fund	88,926	91,594	102,086	104,128	11.5%	2.0%
Light & Power Fund	1,162,454	1,197,328	1,473,975	1,503,455	23.1%	2.0%
Water Fund	863,391	889,293	879,555	897,146	-1.1%	2.0%
Wastewater Fund	489,951	504,650	568,166	579,529	12.6%	2.0%
Stormwater Fund	287,787	296,421	303,795	309,871	2.5%	2.0%

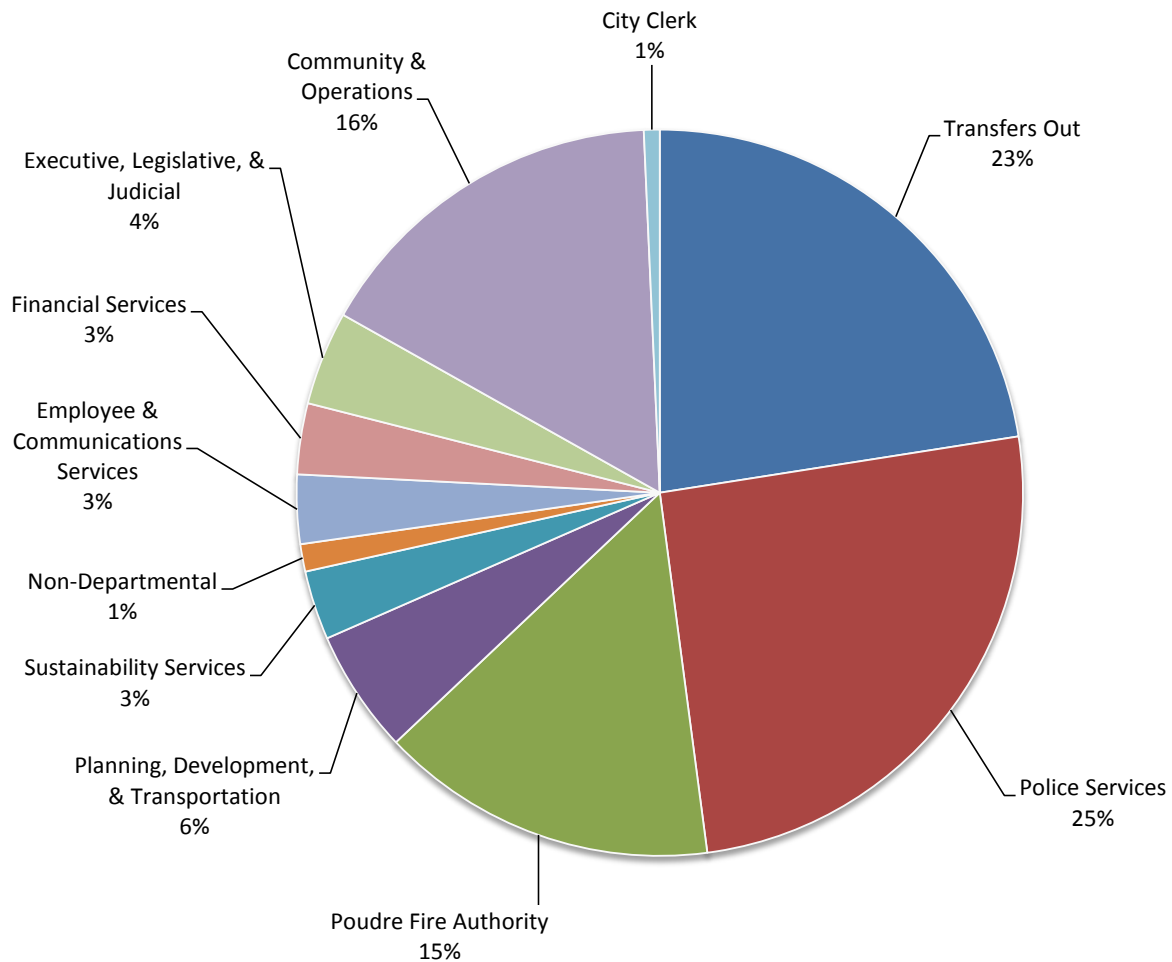
	ACTUAL	PROJECTED	ADOPTED	ADOPTED	% Change	% Change
	2013	2014	2015	2016	2014	2015
					to 2015	to 2016
CHARGES FOR SERVICES (Continued)						
Utility CS&A Fund	70,548	72,664	46,844	47,781	-35.5%	2.0%
Neighborhood Parkland Fund	26,361	27,152	35,484	36,194	30.7%	2.0%
Conservation Trust Fund	16,033	16,514	18,116	18,478	9.7%	2.0%
Natural Areas Fund	180,203	185,609	167,330	170,677	-9.8%	2.0%
Work For Other Funds	2,652,690	2,374,519	2,272,500	2,305,000	-4.3%	1.4%
Active Portfolio Invest	29,094	30,256	29,720	30,611	-1.8%	3.0%
Cable Charges to Departments	43,077	66,600	28,800	28,800	-56.8%	0.0%
Other General Gov Charges	2,074	2,111	0	0	-100.0%	0.0%
RJYC Program Fees	3,025	3,054	0	0	-100.0%	0.0%
Police Misc	253,144	437,381	0	0	-100.0%	0.0%
Parks - Work For Others	344,028	368,589	272,297	337,807	-26.1%	24.1%
Parks Misc	116,881	126,040	128,539	135,451	2.0%	5.4%
Showmobile	8,680	9,600	10,000	10,000	4.2%	0.0%
Shelter Rentals	26,535	27,535	26,000	26,000	-5.6%	0.0%
Reimbursed Tipping Fees	68,125	22,271	60,000	50,000	169.4%	-16.7%
Permit Plan Review Fees	731,030	1,066,871	775,000	775,000	-27.4%	0.0%
PDP Subdivision & Zoning	278,580	178,177	150,000	150,000	-15.8%	0.0%
Development Review Mailings	17,738	12,414	15,000	15,000	20.8%	0.0%
Minor Amendment Fees	17,600	24,253	25,000	25,000	3.1%	0.0%
Neighborhood & Bldg Admin Fees	14,258	16,133	15,000	15,000	-7.0%	0.0%
Housing Occupancy Compliance	739	222	1,000	1,000	351.3%	0.0%
NBS Case Management Fees	3,715	4,120	3,500	3,500	-15.1%	0.0%
Copy Charges	1,243	155	0	0	-100.0%	0.0%
Other Charges for Service	249,337	275,046	255,500	259,500	-7.1%	1.6%
EARNINGS ON INVESTMENTS	\$105,922	\$1,284,208	\$643,002	\$723,934	-49.9%	12.6%
% of Total	0.1%	1.0%	0.5%	0.6%		
MISCELLANEOUS	\$1,476,271	\$1,269,543	\$1,177,820	\$1,189,807	-7.2%	1.0%
% of Total	1.3%	1.0%	1.0%	1.0%		
Special Assessments	24,470	44,192	50,000	50,000	13.1%	0.0%
Office Rental	10,184	10,000	10,184	10,184	1.8%	0.0%
House Rental	47,318	35,400	0	0	-100.0%	0.0%
Building Rental	24,059	30,076	26,000	27,500	-13.6%	5.8%
Tree Donations	2,285	2,380	2,500	2,500	5.0%	0.0%
Contrib/Donation Private	804,902	566,176	757,236	767,223	33.7%	1.3%
Fiber Optic Loop	251,374	215,968	200,000	200,000	-7.4%	0.0%
Sale of Maps & Publications	820	2,840	0	0	-100.0%	0.0%
Other Miscellaneous Revenue	310,859	362,511	131,900	132,400	-63.6%	0.4%
OTHER FINANCING: SOURCES	\$158,771	\$1,180,946	\$0	\$0	-100.0%	0.0%
% of Total	0.1%	0.9%	0.0%	0.0%		
Proceeds from Lease Purchases	158,771	1,165,769	0	0	0.0%	0.0%
Sale of Capital Assets	0	15,177	0	0	0.0%	0.0%
TRANSFERS IN:	\$1,154,551	\$1,284,734	\$489,647	\$684,104	-61.9%	39.7%
% of Total	1.0%	1.0%	0.4%	0.5%		
Capital Expansion Fund	80,557	0	80,000	80,000	0.0%	0.0%
Conservation Trust Fund	735,154	734,543	0	0	-100.0%	0.0%
General Improvement District	40,000	40,000	115,000	115,000	187.5%	0.0%
Utility Customer Serv & Admin	42,340	43,208	42,244	43,187	-2.2%	2.2%
Other Funds	256,500	466,983	252,403	445,917	-46.0%	76.7%
TOTAL REVENUES AND OTHER FUNDING SOURCES	\$117,666,359	\$131,195,693	\$122,772,788	\$124,918,364	-6.4%	1.7%

GENERAL FUND EXPENDITURES

The General Fund is the largest and most diverse of the City's operating funds. It includes all resources not restricted legally to a specific use. The major source of revenue to the General Fund is sales and use tax. Local property and the lodging tax are also included in the General Fund as well as revenue derived from fees for services and materials, licenses, permits, and fines.

General Fund Budget

2015 - \$128.9 Million / 2016 - \$129.1 Million



GENERAL FUND EXPENSE DETAIL

SERVICE AREA	ACTUAL	PROJECTED	ADOPTED	ADOPTED	% Change	% Change
Department	2013	2014	2015	2016	2014	2015
					to 2015	to 2016
CITY CLERK	\$790,162	\$644,148	\$906,739	\$700,504	40.8%	-22.7%
% of Total	0.7%	0.5%	0.7%	0.5%		
City Clerk	790,162	644,148	906,739	700,504	40.8%	-22.7%
COMMUNITY & OPERATIONS SERVICES	\$18,523,849	\$18,854,362	\$20,824,394	\$21,477,632	10.4%	3.1%
% of Total	15.8%	15.7%	16.2%	16.6%		
Administration	313,375	315,225	331,957	339,243	5.3%	2.2%
Natural Resources	40,308	50,028	151,456	152,206	202.7%	0.5%
Operation Services	9,597,320	9,198,919	10,546,327	11,094,444	14.6%	5.2%
Parks	8,270,771	8,976,440	9,430,154	9,541,939	5.1%	1.2%
Cultural Services	302,075	313,749	364,500	349,800		
EMPLOYEE & COMMUNICATION SERVICES	\$2,708,537	\$2,966,261	\$3,965,298	\$3,845,335	33.7%	-3.0%
% of Total	2.3%	2.5%	3.1%	3.0%		
Communications & Public Inv	1,112,955	1,174,153	1,686,607	1,709,649	43.6%	1.4%
Human Resources	1,595,582	1,792,108	2,278,691	2,135,686	27.2%	-6.3%
EXECUTIVE, LEGISLATIVE & JUDICIAL	\$4,654,264	\$5,180,733	\$5,388,980	\$5,441,798	4.0%	1.0%
% of Total	4.0%	4.3%	4.2%	4.2%		
City Manager	2,525,127	2,731,867	2,594,660	2,585,808	-5.0%	-0.3%
City Council	137,892	136,061	143,346	143,727	5.4%	0.3%
City Attorney	1,441,756	1,710,632	1,958,381	2,017,532	14.5%	3.0%
Municipal Court	549,489	602,173	692,593	694,731	15.0%	0.3%
FINANCIAL SERVICES	\$3,646,819	\$3,711,446	\$4,073,414	\$3,906,989	9.8%	-4.1%
% of Total	3.1%	3.1%	3.2%	3.0%		
Finance	3,646,819	3,711,446	4,073,414	3,906,989	9.8%	-4.1%
PLANNING, DEVELOPMENT & TRANSPORTATION	\$4,963,295	\$6,688,659	\$7,083,460	\$7,151,460	5.9%	1.0%
% of Total	4.2%	5.6%	5.5%	5.5%		
Administration	471,844	474,274	444,567	453,140	-6.3%	1.9%
Comm Dev & Neighborhood Svcs	4,491,451	6,214,385	6,638,893	6,698,320	6.8%	0.9%
POLICE	\$31,392,801	\$32,778,214	\$32,738,166	\$33,816,066	-0.1%	3.3%
% of Total	26.8%	27.3%	25.4%	26.2%		
Information Services	6,451,324	7,172,778	7,104,543	7,254,940	-1.0%	2.1%
Investigations	5,393,919	5,555,821	5,206,389	5,394,878	-6.3%	3.6%
Office of the Chief	3,132,672	2,507,676	2,442,091	2,467,581	-2.6%	1.0%
Patrol	16,414,886	17,541,939	17,985,143	18,698,667	2.5%	4.0%
SUSTAINABILITY SERVICES	\$5,490,314	\$4,605,487	\$3,969,132	\$3,876,507	-13.8%	-2.3%
% of Total	4.7%	3.8%	3.1%	3.0%		
Economic Development	2,443,410	1,758,185	767,839	773,855	-56.3%	0.8%
Environmental Sustainability	1,462,549	1,226,412	1,505,543	1,396,589	22.8%	-7.2%
Social Sustainability	1,185,371	1,201,531	1,292,487	1,297,080	7.6%	0.4%
Sustainability Services Admin	398,985	419,359	403,263	408,983	-3.8%	1.4%

SERVICE AREA Department	ACTUAL 2013	PROJECTED 2014	ADOPTED 2015	ADOPTED 2016	% Change	% Change
					2014	2015
					to 2015	to 2016
NON-DEPARTMENTAL	\$1,221,673	\$1,708,678	\$1,571,521	\$1,594,131	-8.0%	1.4%
% of Total	1.0%	1.4%	1.2%	1.2%		
Community Opportunity	0	0	100,000	100,000	0.0%	0.0%
Contingency	7	0	100,000	100,000	0.0%	0.0%
GERP	296,800	296,800	296,800	296,800	0.0%	0.0%
Larimer County Treasurer Svc	505,278	530,073	514,200	528,600	-3.0%	2.8%
Other	232,797	766,668	0	0	0.0%	0.0%
Insurance contribution	186,790	115,137	560,521	568,731	386.8%	1.5%
CONTRIBUTION TO POUFRE						
POUDRE FIRE AUTHORITY	\$17,412,296	\$17,682,145	\$19,383,092	\$20,556,908	9.6%	6.1%
% of Total	14.9%	14.7%	15.0%	15.9%		
Contribution to Poudre Fire Authority	17,412,296	17,682,145	19,383,092	20,556,908	9.6%	6.1%
TRANSFERS TO:	\$26,430,804	\$25,089,612	\$29,038,537	\$26,744,233	15.7%	-7.9%
% of Total	22.5%	20.9%	22.5%	20.7%		
Cultural Services Fund	837,655	854,407	907,255	926,122	6.2%	2.1%
Recreation Fund	891,363	896,480	889,126	920,935	-0.8%	3.6%
Cemetery Fund	142,366	145,199	159,800	163,113	10.1%	2.1%
Museum Fund	731,420	796,048	782,424	798,507	0.0%	2.1%
Transit Services Fund	5,573,818	6,895,479	7,309,562	7,206,021	6.0%	-1.4%
Street Oversizing Fund	361,617	224,028	224,028	224,028	0.0%	0.0%
Transportation Services Fund	3,931,822	4,159,078	4,771,091	4,755,560	14.7%	-0.3%
Capital Leasing	3,011,725	2,996,261	2,930,670	2,889,261	-2.2%	-1.4%
Capital Projects	1,150,000	3,236,000	4,525,000	582,008	0.0%	-87.1%
Light & Power Fund	86,148	87,888	179,000	125,000	0.0%	-30.2%
Stormwater Fund	32,000	32,000	0	0	100.0%	0.0%
Equipment Fund	424,426	683,852	1,136,881	1,398,693	66.2%	23.0%
Other Financing	5,000,000	0	191,647	227,937	0.0%	0.0%
Data and Communications	4,256,444	4,082,892	4,891,594	6,382,940	19.8%	30.5%
Utility Cust Service & Admin	0	0	140,459	144,108	0.0%	2.6%
TOTAL GENERAL FUND EXPENSES	\$117,234,815	\$119,909,745	\$128,942,733	\$129,111,563	7.5%	0.1%

SPECIAL REVENUE FUNDS

250 - CAPITAL EXPANSION FUND

2015 - \$9,135,412

2016 - \$2,329,828

The Capital Expansion Fund is used to account for the impact fees collected by the City and used for Library, Community Parkland, Police Services, Fire Services, and General Governmental Facilities. Capital Expansion Fees are a form of development fee imposed on new development.

251 - SALES AND USE TAX FUND

2015 - \$14,098,200

2016 - \$7,569,302

The Sales and Use Tax Fund is used to account for collections of the City's sales and use taxes for the Building on Basics Capital Improvement Plan and the Open Space YES tax. Tax revenue is primarily transferred to the Capital Projects Fund and the Natural Areas Fund.

254 – KEEP FORT COLLINS GREAT FUND

2015 - \$26,640,892

2016 - \$26,757,976

The Keep Fort Collins Great Fund provides accounting for the .85% sales and use tax increase passed in November 2010. The additional revenue will be allocated and used for the following: 33% for street maintenance and repair, 17% for other street and transportation needs, 17% for police services, 11% for fire services, 11% for parks maintenance and recreation services, and 11% for other community priorities as determined by City Council. This tax commenced on January 1, 2011 and will sunset after ten years, ending on December 31, 2020.

270 – NEIGHBORHOOD PARKLAND FUND

2015 - \$1,816,317

2016 - \$1,598,270

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

2015 - \$1,467,343

2016 - \$1,470,234

The Conservation Trust Fund provides for the receipt and expenditure of revenue received from the Colorado State Lottery in accordance with state statutes. The Lottery revenue finances capital projects which relate to the acquisition and development of open space and trails, as per the recommendations of the Parks and Recreation Board and Council direction. Lottery proceeds are also used for the maintenance of trails and parks.

272 - NATURAL AREAS FUND

2015 - \$11,147,489

2016 - \$11,366,467

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

2015 - \$4,109,114

2016 - \$3,940,134

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

2015 - \$6,667,881

2016 - \$6,856,477

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

2015 - \$645,940

2016 - \$644,195

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

2015 - \$17,428

2016 - \$20,311

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

2015 - \$1,038,186

2016 - \$1,055,229

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

2015 - \$13,712,429

2016 - \$13,604,480

The Transit Services Fund provides accounting for revenues including fees for services, advertising, contractual, intergovernmental revenue, and transfers from the General Fund to be used for approved purposes in connection with public transit services. .

291 - STREET OVERSIZING FUND

2015 - \$2,636,576

2016 - \$2,640,738

The Street Oversizing Fund provides accounting for street oversizing fees collected and operating transfers from other funds to be used for construction of arterial and collector streets.

292 - TRANSPORTATION FUND

2015 - \$24,494,203

2016 - \$16,436,787

The Transportation Fund provides accounting for taxes, intergovernmental revenues, and transfers from the General Fund or other City funds to be used to provide transportation services including street patching, sweeping, snow removal, signs & pavement markings, traffic signal maintenance, transportation planning and others.

294 - PARKING FUND

2015 - \$2,523,660

2016 - \$2,480,368

The Parking Fund is a new governmental fund as of 2015. It will account 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 2012	ACTUAL 2013	PROJECTION 2014	BUDGET 2015	BUDGET 2016
<i>Beginning Fund Balance</i>	\$14,586,160	\$16,717,837	\$18,821,251	\$20,170,964	\$14,033,851
Revenues					
Fees-General Government	285,803	414,268	991,667	372,000	360,000
Fees-Public Safety	389,187	564,128	1,081,938	510,000	490,000
Fees-Cult., Park, Rec, Nat. A.	1,798,947	2,119,431	1,764,914	1,900,000	1,800,000
Other Charges for Service	50,000	80,557	99,000	80,000	80,000
Interest Revenue	121,959	42,211	205,007	70,000	70,000
Other Earnings on Investments	144,359	80,192	88,560	66,299	66,299
Total Revenues	\$2,790,254	\$3,300,787	\$4,231,086	\$2,998,299	\$2,866,299
Other Financing Sources					
Other Financing Sources	247,648	0	0	0	0
Total Other Financing Sources	\$247,648	\$0	\$0	\$0	\$0
Total Revenues & Other Financing Sources	\$3,037,902	\$3,300,787	\$4,231,086	\$2,998,299	\$2,866,299
Expenditures					
Fire Capital Expansion	234,353	234,353	234,354	234,354	234,354
Community Parkland Capital Exp	4,216	833	0	0	0
Total Expenditures	\$238,569	\$235,186	\$234,354	\$234,354	\$234,354
Other Financing Uses					
Transfers Out	420,008	962,186	2,647,019	8,901,058	2,095,474
Total Other Financing Uses	\$420,008	\$962,186	\$2,647,019	\$8,901,058	\$2,095,474
Total Expenditures & Other Financing Uses	\$658,577	\$1,197,372	\$2,881,373	\$9,135,412	\$2,329,828
Adjustment to GAAP					
Net Debt Proceeds	247,648	0	0	0	0
Net Change in Fund Balance	\$2,131,677	\$2,103,415	\$1,349,713	\$(6,137,113)	\$536,471
<i>Ending Fund Balance</i>	\$16,717,837	\$18,821,251	\$20,170,964	\$14,033,851	\$14,570,322
Reserves					
Community Parkland	\$9,156,115	\$9,031,901	\$10,823,471	\$4,299,916	\$4,476,206
Police Services	1,008,220	887,528	926,429	765,076	603,145
Fire Services	362,255	367,707	847,144	923,470	984,900
General Government	1,324,617	3,893,126	4,921,950	5,393,419	5,854,101
Capital Reserve	131,887	1,989,019	-	-	-
Advances	4,834,743	2,651,970	2,651,970	2,651,970	2,651,970
Total Reserves	\$16,817,837	\$18,821,251	\$20,170,964	\$14,033,851	\$14,570,322

SALES & USE TAX FUND - 251

COMPARATIVE BUDGET STATEMENT

	ACTUAL 2012	ACTUAL 2013	PROJECTED 2014	BUDGET 2015	BUDGET 2016
<i>Beginning Fund Balance</i>	\$7,366,095	\$2,025,533	\$2,457,443	\$4,193,354	\$4,420,012
Revenues					
Sales & Use Tax	13,276,455	13,378,848	15,439,158	14,318,955	7,603,707
Interest Revenue	104,994	1,465	42,013	5,903	6,887
Other Miscellaneous	1,533	373	302	0	0
Total Revenues	\$13,382,981	\$13,380,686	\$15,481,473	\$14,324,858	\$7,610,594
Other Financing Sources					
Transfers from Funds	0	0	0	0	169,000
Total Other Financing Sources	\$0	\$0	\$0	\$0	\$169,000
Total Revenues & Other Financing Sources	\$13,382,981	\$13,380,686	\$15,481,473	\$14,324,858	\$7,779,594
Expenditures					
Governmental Services	744,000	744,000	744,000	742,000	0
Internal Admin Services	911	0	0	0	0
Rebates & Incentives	263,773	0	0	0	0
Total Expenditures	\$1,008,684	\$744,000	\$744,000	\$742,000	\$0
Other Financing Uses					
Debt Service	19,039	0	0	0	0
Transfers to Funds	17,695,820	12,204,776	13,001,562	13,356,200	7,569,302
Total Other Financing Uses	\$17,714,859	\$12,204,776	\$13,001,562	\$13,356,200	\$7,569,302
Total Expenditures & Other Financing Uses	\$18,723,543	\$12,948,776	\$13,745,562	\$14,098,200	\$7,569,302
Net Change in Fund Balance	\$(5,340,562)	\$431,910	\$1,735,911	\$226,658	\$210,292
<i>Ending Fund Balance</i>	\$2,025,533	\$2,457,443	\$4,193,354	\$4,420,012	\$4,630,304
Reserves					
Reserved for BOB and Open Space	654,776	985,192	1,632,268	1,853,023	2,056,428
Unassigned	1,370,757	1,472,251	2,561,086	2,566,989	2,573,876
Total Reserves	\$2,025,533	\$2,457,443	\$4,193,354	\$4,420,012	\$4,630,304

KEEP FORT COLLINS GREAT FUND - 254 COMPARATIVE BUDGET STATEMENT

	ACTUAL 2012	ACTUAL 2013	Projected 2014	BUDGET 2015	BUDGET 2016
Beginning Fund Balance	\$6,313,379	\$10,302,848	\$12,800,226	\$14,813,892	\$12,638,339
Revenues					
Taxes	21,752,163	22,810,816	25,567,512	24,342,325	25,848,179
Earnings on Investments	93,656	(1,342)	179,212	123,014	143,516
Total Revenues	\$21,845,820	\$22,809,474	\$25,746,724	\$24,465,339	\$25,991,695
Total Revenues & Other Financing Sources	\$21,845,820	\$22,809,474	\$25,746,724	\$24,465,339	\$25,991,695
Expenditures					
Salaries & Wages	3,950,141	4,605,538	4,861,448	4,900,572	5,096,647
Benefits	1,005,541	1,006,476	1,115,277	1,271,328	1,321,910
Other Personnel Costs	83	50	6	(227,552)	(183,625)
Professional & Technical	881,389	1,411,515	1,472,748	1,608,223	925,376
Governmental Services	2,116,653	2,442,064	2,929,928	2,731,085	2,864,656
Other Prof & Tech Services	251,841	597,093	347,840	869,310	842,701
Utility Services	15,270	7,730	14,401	40,564	137,418
Cleaning Services	22,406	19,208	5,182	13,750	54,510
Repair & Maintenance Services	5,157,206	5,906,555	6,060,562	2,071,979	2,413,730
Rental Services	13,914	6,536	8,689	16,622	24,125
Construction Services	94,086	172,094	543,293	4,641,220	4,401,172
Insurance	0	4,343	0	0	16,596
Communication Services	13,516	47,784	26,743	57,158	57,566
Internal Admin Services	17,773	126,638	192,341	1,904	1,892
Employee Travel	34,994	46,357	42,203	79,250	79,250
Other Purchased Services	79,445	58,151	114,952	185,964	185,591
Vehicle & Equipment Supplies	118,838	166,581	71,580	225,469	388,210
Land & Building Maint Supplies	163,599	82,341	44,673	99,400	84,880
Infrastructure Maint Supplies	871,791	1,167,830	812,058	1,503,000	1,418,779
Utility Supplies	20,320	13,930	86,280	0	0
Office & Related Supplies	120,578	131,469	131,173	78,157	49,790
Health & Safety Supplies	70	3,387	25,521	11,027	11,104
Chemical Supplies	51,093	1,203	3,184	4,000	4,000
Other Supplies	246,629	306,238	495,060	406,318	386,109
Land	7,795	133,707	9,600	0	0
Infrastructure	957,778	534,157	1,894,881	2,150,973	2,220,166
Improvements Other Than Bldg	503,538	457,953	411,427	481,935	594,487
Vehicles & Equipment	543,734	181,762	411,633	1,180,639	1,498,900
Other Capital Outlay	85,840	66,941	486,553	428,294	273,294
Bad Debt Expense	0	20	0	0	0
Rebates & Incentives	129	0	0	0	6,000
Grants	404,098	390,469	605,327	565,000	565,000
Other	0	0	0	902,700	722,740
Total Expenditures	\$17,750,086	\$20,096,119	\$23,224,564	\$26,298,289	\$26,462,974
Other Financing Uses					
Debt Service	106,265	215,978	506,384	306,076	267,316
Transfers to Funds	0	0	2,110	36,527	27,686
Total Other Financing Uses	\$106,265	\$215,978	\$508,494	\$342,603	\$295,002
Total Expenditures & Other Financing Uses	\$17,856,351	\$20,312,096	\$23,733,058	\$26,640,892	\$26,757,976
Net Change in Fund Balance	\$3,989,469	\$2,497,378	\$2,013,666	(\$2,175,553)	(\$766,281)
Ending Fund Balance	\$10,302,848	\$12,800,226	\$14,813,892	\$12,638,339	\$11,872,058
Reserves					
Street Maintenance and Repair	1,156,789	1,569,103	3,197,367	4,096,900	3,771,100
Other Street & Transportation Needs	3,689,573	4,792,018	4,297,379	1,877,615	2,028,795
Police Services	2,924,681	2,857,948	3,004,077	2,505,079	2,151,761
Fire Services	404,283	494,752	490,356	531,641	338,042
Parks Maint. & Recreation Services	743,768	959,686	1,176,998	1,131,815	1,011,458
Community Priorities	1,383,754	2,126,719	2,647,715	2,495,289	2,570,903
Total Reserves	\$10,302,848	\$12,800,226	\$14,813,892	\$12,638,339	\$11,872,058

NEIGHBORHOOD PARKLAND FUND - 270

COMPARATIVE BUDGET STATEMENT

	ACTUAL 2012	ACTUAL 2013	PROJECTED 2014	BUDGET 2015	BUDGET 2016
Beginning Fund Balance	\$5,566,653	\$5,127,970	\$5,565,544	\$7,035,517	\$7,527,488
Revenues					
Capital Grants/Contributions	16,096	0	0	0	0
Fees-Cult., Park, Rec, Nat. A.	1,655,835	2,011,034	2,108,214	1,950,000	1,850,000
Interest Revenue	65,094	8,376	73,924	58,288	68,003
Rents	0	0	0	0	0
Other Miscellaneous	11,990	0	9,298	0	0
Total Revenues	\$1,749,015	\$2,019,410	\$2,191,436	\$2,008,288	\$1,918,003
Other Financing Sources					
Transfers from Funds	0	0	0	300,000	0
Total Other Financing Sources	\$0	\$0	\$0	\$300,000	\$0
Total Revenues & Other Financing Sources	\$1,749,015	\$2,019,410	\$2,191,436	\$2,308,288	\$1,918,003
Expenditures					
Waters Way Park	402,695	93,791	27,735	0	0
New Site Acquisition	0	26,704	7,406	320,000	300,000
New Park Site Development	43,880	37,069	44,488	99,000	396,000
Lee Martinez Park Addition	24,769	73,946	144,532	346,500	0
Registry Park	65,569	30,050	41,661	0	0
Romero	0	1,845	0	0	0
Richards Lake	17,784	0	0	0	0
Staley Neighborhood Park	1,204,518	485,277	2,059	0	0
Maple Hill Park	0	71,126	4,390	0	0
Rosborough Park Impvmts	0	0	0	0	110,000
Trailhead Park	10,680	8,801	0	7,920	297,000
Golden Meadows Park	0	0	0	247,500	0
Side Hill Neighborhood Park	0	0	6,500	0	0
Bacon School Neighborhood Park	0	340,775	9,727	0	0
Waterfield Neighborhood Park	0	0	0	297,000	0
Parkland & Administration Cost	383,585	402,869	419,079	477,807	477,104
Parkland Equipment Replacement	14,023	0	0	0	0
Total Expenditures	\$2,167,502	\$1,572,254	\$707,577	\$1,795,727	\$1,580,104
Other Financing Uses					
Transfers Out	20,196	9,582	13,886	20,590	18,166
Total Other Financing Uses	\$20,196	\$9,582	\$13,886	\$20,590	\$18,166
Total Expenditures & Other Financing Uses	\$2,187,698	\$1,581,836	\$721,463	\$1,816,317	\$1,598,270
Net Change in Fund Balance	(\$438,683)	\$437,574	\$1,469,973	\$491,971	\$319,733
Ending Fund Balance	\$5,127,970	\$5,565,544	\$7,035,517	\$7,527,488	\$7,847,221
Reserves					
Operations Reserve	35,182	40,844	40,844	79,914	81,512
Reserved for Approved Capital Projects	4,779,771	4,960,907	6,301,606	6,301,606	6,301,606
Unassigned Fund Balance	313,017	563,794	693,068	1,145,969	1,464,104
Total Reserves	\$5,127,970	\$5,565,544	\$7,035,517	\$7,527,488	\$7,847,221

CONSERVATION TRUST FUND - 271

COMPARATIVE BUDGET STATEMENT

	ACTUAL 2012	ACTUAL 2013	PROJECTED 2014	BUDGET 2015	BUDGET 2016
<i>Beginning Fund Balance</i>	\$1,690,799	\$1,689,393	\$1,931,157	\$1,830,238	\$1,830,238
Revenues					
Capital Grants/Contributions	2,030,542	1,585,140	1,432,885	1,450,000	1,450,000
Interest Revenue	18,865	210	26,789	17,343	20,234
Rents	0	(75,364)	0	0	0
Contributions & Donations	1,500	(13,079)	0	0	0
Total Revenues	\$2,050,907	\$1,496,907	\$1,459,675	\$1,467,343	\$1,470,234
Total Revenues & Other Financing Sources	\$2,050,907	\$1,496,907	\$1,459,675	\$1,467,343	\$1,470,234
Expenditures					
Trail Acquisition/Development	737,466	(877,871)	187,882	1,179,777	1,176,777
Trail Work	0	948,490	0	0	0
Open Space Acquisition	1,957	0	0	0	0
Fossil Creek Trail	308,432	(350,967)	288,237	0	0
Fossil Creek Trail-GOCO	0	552,500	0	0	0
Tri-City Trails	0	0	63,083	0	0
Hughes Stadium Disc Golf Cours	0	(128,027)	467	0	0
Hughes Stadium Disc Golf-GOCO	0	85,000	0	0	0
Administration	255,311	270,587	286,382	263,006	268,028
Total Expenditures	\$1,303,166	\$499,712	\$826,051	\$1,442,783	\$1,444,805
Other Financing Uses					
Transfers Out	749,147	755,432	734,543	24,560	25,429
Total Other Financing Uses	\$749,147	\$755,432	\$734,543	\$24,560	\$25,429
Total Expenditures & Other Financing Uses	\$2,052,313	\$1,255,144	\$1,560,594	\$1,467,343	\$1,470,234
Net Change in Fund Balance	(\$1,406)	\$241,763	(\$100,919)	\$0	\$0
<i>Ending Fund Balance</i>	\$1,689,393	\$1,931,157	\$1,830,238	\$1,830,238	\$1,830,238
Reserves					
Operations Reserve	13,755	5,704	73,367	73,512	74,982
Reserved for Approved Capital Projects	2,582,390	947,675	1,337,006	1,337,006	1,337,006
Unassigned Fund Balance	(906,752)	977,778	419,865	419,720	418,250
Total Reserves	\$1,689,393	\$1,931,157	\$1,830,238	\$1,830,238	\$1,830,238

Notes: Reserved for Approved Capital Projects amount reduced in 2013 due to the transfer of project budgets to Capital Projects Fund for projects where the grant revenue has not yet been received.

NATURAL AREAS FUND - 272

COMPARATIVE BUDGET STATEMENT

	ACTUAL 2012	ACTUAL 2013	PROJECTED 2014	BUDGET 2015	BUDGET 2016
Beginning Fund Balance	\$4,518,548	\$8,004,274	\$10,109,898	\$7,051,401	\$7,078,795
Revenues					
Intergovernmental	3,549,718	3,821,279	3,549,296	3,917,345	3,995,692
Charges for Service	22,512	25,958	28,000	28,000	28,000
Earnings on Investments	73,567	23,522	33,543	95,438	111,344
Miscellaneous	175,443	1,104,604	125,892	85,000	85,000
Total Revenues	\$3,821,241	\$4,975,363	\$3,736,731	\$4,125,783	\$4,220,036
Other Financing Sources					
Other Financing Sources	157,482	1,002,444	0	0	0
Transfers In	6,280,820	6,474,388	6,998,255	7,049,100	7,400,302
Total Other Financing Sources	\$6,438,302	\$7,476,832	\$6,998,255	\$7,049,100	\$7,400,302
Total Revenues & Other Financing Sources	\$10,259,544	\$12,452,195	\$10,734,986	\$11,174,883	\$11,620,338
Expenditures					
NA Land Conservation	470,514	3,128,219	789,246	3,424,353	4,040,307
NA Enforcement	623,350	658,362	666,713	699,722	715,474
NA Education	589,273	645,293	760,344	490,303	478,216
NA Program Management	586,246	613,650	803,165	732,697	745,530
NA Resource Management	1,263,162	2,020,429	3,830,314	1,633,244	1,652,399
NA Public Improvements	1,003,783	959,343	2,763,711	2,021,897	1,530,474
NA Facility Operations	189,850	166,818	335,566	363,799	384,055
NA Land Management	506,035	476,244	708,173	497,090	505,851
Total Expenditures	\$5,232,213	\$8,668,357	\$10,657,233	\$9,863,105	\$10,052,306
Other Financing Uses					
Debt & Other Uses	19,039	0	0	0	0
Transfers Out	1,522,566	1,678,214	3,136,250	1,284,384	1,314,161
Total Other Financing Uses	\$1,541,605	\$1,678,214	\$3,136,250	\$1,284,384	\$1,314,161
Total Expenditures & Other Financing Uses	\$6,773,818	\$10,346,571	\$13,793,482	\$11,147,489	\$11,366,467
Net Change in Fund Balance	\$3,485,726	\$2,105,624	\$(3,058,496)	\$27,394	\$253,871
Ending Fund Balance	\$8,004,274	\$10,109,898	\$7,051,401	\$7,078,795	\$7,332,666
Reserves					
Operations Reserve	160,184	163,413	197,262	201,046	205,067
Escrow Reserve	0	174,826	174,826	174,826	174,826
Capital Reserve	0	1,905,694	0	0	0
Encumbrances	478,346	764,975	0	0	0
Reserved for Natural Areas	7,365,744	7,100,990	6,679,313	6,702,923	6,952,773
Total Reserves	\$8,004,274	\$10,109,898	\$7,051,401	\$7,078,795	\$7,332,666

CULTURAL SERVICES FUND - 273 COMPARATIVE BUDGET STATEMENT

	ACTUAL 2012	ACTUAL 2013	BUDGET 2014	BUDGET 2015	BUDGET 2016
Beginning Fund Balance	\$1,769,218	\$1,944,723	\$2,470,585	\$1,319,357	\$1,156,023
Revenues					
Intergovernmental	103,700	60,095	12,000	0	0
Charges for Service	2,153,567	2,292,353	2,921,575	2,684,800	2,715,350
Earnings on Investments	27,678	-2,222	17,529	23,125	26,979
Miscellaneous	117,685	54,315	81,114	25,000	25,000
Total Revenues	\$2,402,630	\$2,404,541	\$3,032,218	\$2,732,925	\$2,767,329
Other Financing Sources					
Transfers In	1,835,057	1,383,683	1,090,408	1,212,855	1,088,444
Total Other Financing Sources	\$1,835,057	\$1,383,683	\$1,090,408	\$1,212,855	\$1,088,444
Total Revenues & Other Financing Sources	\$4,237,687	\$3,788,224	\$4,122,626	\$3,945,780	\$3,855,773
Expenditures					
Personnel Services	2,018,200	1,466,744	1,496,333	1,613,400	1,649,480
Purchased Prof & Tech Services	1,078,387	1,071,566	1,388,114	1,300,600	1,306,550
Purchased Property Services	150,042	68,319	116,525	86,886	87,927
Other Purchased Services	410,442	340,610	573,883	423,339	428,712
Supplies	220,723	241,121	436,841	402,502	407,165
Capital Outlay	163,135	73,792	168,139	277,556	50,815
Other	53	211	74,227	4,831	9,485
Total Expenditures	\$4,040,982	\$3,262,362	\$4,254,062	\$4,109,114	\$3,940,134
Other Financing Uses					
Transfers Out	21,200	0	1,019,793	0	0
Total Other Financing Uses	\$21,200	\$0	\$1,019,793	\$0	\$0
Total Expenditures & Other Financing Uses	\$4,062,182	\$3,262,362	\$5,273,855	\$4,109,114	\$3,940,134
Net Change in Fund Balance	\$175,505	\$525,862	\$(1,151,229)	\$(163,334)	\$(84,361)
Ending Fund Balance	\$1,944,723	\$2,470,585	\$1,319,357	\$1,156,023	\$1,071,662
Reserves					
Operations Reserve	81,883	83,395	82,182	78,803	80,379
Art-in-Public Places - O & M	0	342,974	208,079	146,245	61,884
Art-in-Public Places - Projects	256,825	345,678	345,678	345,678	345,678
Building on Basics (BOB) Operations	559,346	559,346	0	0	0
Capital Projects	100,000	0	0	0	0
Encumbrances	62,055	30,919	0	0	0
Unassigned Fund Balance	884,614	1,108,273	683,418	585,297	583,721
Total Reserves	\$1,944,723	\$2,470,585	\$1,319,357	\$1,156,023	\$1,071,662

Note: * The Museum revenue and expenses are included in this statement in 2012 and in 2013 the Museum is in a separate fund. In 2014, Museum reserves in the amount of \$1,019,793 were transferred from the Cultural Services Fund to the Museum Fund. (See the Museum Fund - 277 statement).

RECREATION FUND - 274

COMPARATIVE BUDGET STATEMENT

	ACTUAL 2012	ACTUAL 2013	BUDGET 2014	BUDGET 2015	BUDGET 2016
Beginning Fund Balance	\$2,160,893	\$2,333,710	\$2,493,905	\$1,831,205	\$1,586,205
Revenues					
Operating Grants/Contributions	11,525	71,949	164,764	0	0
Fees-Cult., Park, Rec, Nat. A.	4,857,224	4,916,615	4,989,595	5,343,033	5,494,290
Interest Revenue	31,211	2,742	20,849	26,936	31,425
Rents	95,339	97,633	83,250	99,586	101,577
Contributions & Donations	680	14,432	0	4,200	4,250
Sale of Property	141	210	0	0	0
Non Operating	2,050	1,357	0	0	0
Other Miscellaneous	9,203	13,684	6,000	10,000	10,000
Total Revenues	\$5,007,372	\$5,118,622	\$5,264,458	\$5,483,755	\$5,641,542
Other Financing Sources					
Other Financing Sources	1,392	0	0	0	0
Transfers from Funds	1,156,710	891,363	896,480	939,126	970,935
Total Other Financing Sources	\$1,158,102	\$891,363	\$896,480	\$939,126	\$970,935
Total Revenues & Other Financing Sources	\$6,165,475	\$6,009,985	\$6,160,938	\$6,422,881	\$6,612,477
Expenditures					
Recreation Administration	660,633	1,051,448	1,029,655	1,179,032	1,010,998
Special Revenue Accounts	209,277	100,485	108,475	106,300	106,400
EPIC	1,548,701	1,441,396	1,490,831	1,604,843	1,656,491
Adaptive Recreation	187,670	0	0	0	0
Mulberry Pool	234,143	0	0	0	0
City Park Pool	204,438	133,878	132,837	156,065	162,717
Adult Programs & Senior Center	1,199,660	1,192,897	1,384,723	1,398,611	1,436,509
NACC	531,534	651,558	678,840	738,799	752,922
Child Development	187,102	192,512	224,924	365,314	407,594
Sports	777,593	744,649	821,336	820,862	827,449
Farm	242,279	273,306	287,253	298,055	306,397
Recreation Grants	9,627	67,661	164,764	0	0
Total Expenditures	\$5,992,658	\$5,849,790	\$6,323,638	\$6,667,881	\$6,667,477
Other Financing Uses					
Transfers Out	0	0	500,000	0	189,000
Total Other Financing Uses	\$0	\$0	\$500,000	\$0	\$189,000
Total Expenditures & Other Financing Uses	\$5,992,658	\$5,849,790	\$6,823,638	\$6,667,881	\$6,856,477
Net Change in Fund Balance	\$172,817	\$160,195	(\$662,700)	(\$245,000)	(\$244,000)
Ending Fund Balance	\$2,333,710	\$2,493,905	\$1,831,205	\$1,586,205	\$1,342,205
Reserves					
Operations Reserve	124,525	121,419	124,494	333,394	333,374
Assigned to Programs	294,161	796,641	256,768	231,348	205,989
Unassigned Fund Balance	1,915,024	1,575,846	1,449,943	1,021,463	802,842
Total Reserves	\$2,333,710	\$2,493,905	\$1,831,205	\$1,586,205	\$1,342,205

CEMETERIES FUND - 275

COMPARATIVE BUDGET STATEMENT

	ACTUAL 2012	ACTUAL 2013	BUDGET 2014	BUDGET 2015	BUDGET 2016
<i>Beginning Fund Balance</i>	\$561,300	\$533,646	\$475,032	\$417,606	\$347,606
Revenues					
Charges for Service	376,104	359,234	347,110	374,000	385,220
Earnings on Investments	6,397	80	4,089	5,068	5,912
Miscellaneous	11,400	12,462	11,900	12,300	12,300
Total Revenues	\$393,900	\$371,776	\$363,099	\$391,368	\$403,432
Other Financing Sources					
Transfers In	167,857	152,037	172,699	184,572	190,763
Total Other Financing Sources	\$167,857	\$152,037	\$172,699	\$184,572	\$190,763
Total Revenues & Other Financing Sources	\$561,757	\$523,813	\$535,798	\$575,940	\$594,195
Expenditures					
Personnel Services	376,503	382,349	419,201	442,666	452,635
Purchased Prof & Tech Services	12,154	13,076	1,849	3,500	3,770
Purchased Property Services	66,050	56,514	61,246	68,490	70,821
Other Purchased Services	24,446	25,258	29,238	16,101	16,244
Supplies	60,944	74,613	31,690	45,183	50,725
Capital Outlay	49,314	30,618	50,000	70,000	50,000
Total Expenditures	\$589,411	\$582,427	\$593,224	\$645,940	\$644,195
Other Financing Uses					
Total Other Financing Uses	\$0	\$0	\$0	\$0	\$0
Total Expenditures & Other Financing Uses	\$589,411	\$582,427	\$593,224	\$645,940	\$644,195
Net Change in Fund Balance	(\$27,654)	(\$58,614)	(\$57,426)	(\$70,000)	(\$50,000)
<i>Ending Fund Balance</i>	\$533,646	\$475,032	\$417,606	\$347,606	\$297,606
Reserves					
Operations Reserve	11,587	20,933	32,297	32,210	32,854
Unassigned Fund Balance	522,059	454,099	385,309	315,396	264,752
Total Reserves	\$533,646	\$475,032	\$417,606	\$347,606	\$297,606

PERPETUAL CARE FUND - 276

COMPARATIVE BUDGET STATEMENT

	ACTUAL 2012	ACTUAL 2013	BUDGET 2014	BUDGET 2015	BUDGET 2016
<i>Beginning Fund Balance</i>	\$1,593,676	\$1,640,378	\$1,689,183	\$1,734,034	\$1,783,878
Revenues					
Charges for Service	49,259	48,950	45,000	50,000	50,000
Earnings on Investments	19,668	2,171	20,000	17,272	20,150
Total Revenues	\$68,927	\$51,121	\$65,000	\$67,272	\$70,150
Total Revenues & Other Financing Sources	\$68,927	\$51,121	\$65,000	\$67,272	\$70,150
Expenditures					
Perpetual Care	407	145	149	156	161
Total Expenditures	\$407	\$145	\$149	\$156	\$161
Other Financing Uses					
Transfers Out	21,818	2,171	20,000	17,272	20,150
Total Other Financing Uses	\$21,818	\$2,171	\$20,000	\$17,272	\$20,150
Total Expenditures & Other Financing Uses	\$22,225	\$2,316	\$20,149	\$17,428	\$20,311
Net Change in Fund Balance	\$46,702	\$48,805	\$44,851	\$49,844	\$49,839
<i>Ending Fund Balance</i>	\$1,640,378	\$1,689,183	\$1,734,034	\$1,783,878	\$1,833,717
Reserves					
Operations Reserve	403	403	871	1,016	1,036
Unassigned Fund Balance	1,639,975	1,688,780	1,733,163	1,782,862	1,832,681
Total Reserves	\$1,640,378	\$1,689,183	\$1,734,034	\$1,783,878	\$1,833,717

MUSEUM FUND - 277

COMPARATIVE BUDGET STATEMENT

	ACTUAL 2012	ACTUAL 2013	BUDGET 2014	BUDGET 2015	BUDGET 2016
Beginning Fund Balance	\$0	\$0	(\$113,633)	\$831,475	\$831,475
Revenues					
Earnings on Investments	0	7,245	0	5,762	6,722
Miscellaneous	0	14,337	250,000	50,000	50,000
Total Revenues	\$0	\$21,582	\$250,000	\$55,762	\$56,722
Other Financing Sources					
Transfers In	0	931,420	2,015,841	982,424	798,507
Total Other Financing Sources	\$0	\$931,420	\$2,015,841	\$982,424	\$798,507
Total Revenues & Other Financing Sources	\$0	\$953,002	\$2,265,841	\$1,038,186	\$855,229
Expenditures					
Museum	0	991,319	1,296,048	1,038,186	1,055,229
Total Expenditures	\$0	\$991,319	\$1,296,048	\$1,038,186	\$1,055,229
Other Financing Uses					
Transfers Out	0	75,316	24,684	0	0
Total Other Financing Uses	\$0	\$75,316	\$24,684	\$0	\$0
Total Expenditures & Other Financing Uses	\$0	\$1,066,635	\$1,320,732	\$1,038,186	\$1,055,229
Net Change in Fund Balance	\$0	(\$113,633)	\$945,109	\$0	(\$200,000)
Ending Fund Balance	\$0	(\$113,633)	\$831,475	\$831,475	\$631,475
Reserves					
Operations Reserve	0	0	20,764	21,105	21,527
Building on Basics (BOB) Operations	0	0	559,345	559,345	359,345
Capital Projects	0	24,684	0	0	0
Unassigned Fund Balance	0	(138,317)	251,366	251,025	250,603
Total Reserves	\$0	(\$113,633)	\$831,475	\$831,475	\$631,475

Note: For years prior to 2013 the Museum revenue and expenses were included in the Cultural Services Fund statement. In 2014, Museum reserves in the amount of \$1,019,793 were transferred from the Cultural Services Fund to the Museum Fund.

TRANSIT SERVICES FUND - 290

COMPARATIVE BUDGET STATEMENT

	ACTUAL 2012	ACTUAL 2013	BUDGET 2014	BUDGET 2015	BUDGET 2016
<i>Beginning Fund Balance</i>	\$2,375,796	\$3,284,004	\$3,522,381	\$3,298,593	\$2,833,593
Revenues					
Operating Grants/Contributions	3,133,419	3,279,882	3,704,700	3,642,192	3,646,477
Capital Grants/Contributions	123,534	1,157,039	500,000	500,000	500,000
Other Intergovernmental	9,086	0	0	705,000	705,000
Fees-Transportation	801,456	782,418	845,699	1,045,079	1,030,871
Other Charges for Service	4,000	0	0	0	0
Interest Revenue	41,533	8,044	16,635	33,096	38,611
Sale of Property	1,837	199	0	0	0
Other Miscellaneous	273,639	11,683	18,500	12,500	12,500
Total Revenues	\$4,388,505	\$5,239,266	\$5,085,534	\$5,937,867	\$5,933,459
Other Financing Sources					
Proceeds of Debt Issuance	0	0	0	0	0
Other Financing Sources	8,010	0	0	0	0
Transfers from Funds	5,011,162	5,573,818	6,979,717	7,309,562	7,206,021
Total Other Financing Sources	\$5,019,172	\$5,573,818	\$6,979,717	\$7,309,562	\$7,206,021
Total Revenues & Other Financing Sources	\$9,407,677	\$10,813,084	\$12,065,251	\$13,247,429	\$13,139,480
Expenditures					
Salaries & Wages	3,652,830	3,897,923	4,620,995	6,076,293	6,228,248
Benefits	1,008,874	1,056,817	1,362,647	1,646,741	1,698,494
Other Personnel Costs	533	503	20,776	-60,072	-61,503
Professional & Technical	1,236,298	1,130,498	993,633	1,695,724	1,730,610
Governmental Services	1,690	238,891	1,295,531	101,000	101,000
Other Prof & Tech Services	2,089	17,096	162,880	125,000	125,500
Utility Services	86,689	144,694	119,853	117,340	118,961
Cleaning Services	1,533	1,721	1,637	2,685	2,739
Repair & Maintenance Services	1,274,470	1,512,675	1,568,289	1,834,723	1,618,590
Insurance	127,211	135,480	310,479	427,454	421,522
Communication Services	59,248	61,958	68,330	83,031	84,692
Internal Admin Services	3,682	5,433	1,093	5,653	5,766
Employee Travel	6,979	19,586	10,250	38,440	38,489
Other Purchased Services	75,236	50,888	93,050	91,806	93,642
Vehicle & Equipment Supplies	742,666	712,805	934,859	1,040,958	909,464
Office & Related Supplies	21,612	25,815	15,250	16,921	17,759
Other Supplies	39,200	34,153	44,675	93,732	95,507
Vehicles & Equipment	82,693	1,481,839	564,812	0	0
Other Capital Outlay	75,000	45,300	100,000	375,000	375,000
Bad Debt Expense	937	634	0	0	0
Total Expenditures	\$8,499,469	\$10,574,708	\$12,289,039	\$13,712,429	\$13,604,480
Other Financing Uses					
Total Other Financing Uses	\$0	\$0	\$0	\$0	\$0
Total Expenditures & Other Financing Uses	\$8,499,469	\$10,574,708	\$12,289,039	\$13,712,429	\$13,604,480
Net Change in Fund Balance	\$908,208	\$238,376	\$(223,788)	\$(465,000)	\$(465,000)
<i>Ending Fund Balance</i>	\$3,284,004	\$3,522,381	\$3,298,593	\$2,833,593	\$2,368,593

STREET OVERSIZING FUND - 291

COMPARATIVE BUDGET STATEMENT

	ACTUAL 2012	ACTUAL 2013	BUDGET 2014	BUDGET 2015	BUDGET 2016
<i>Beginning Fund Balance</i>	\$5,165,831	\$7,283,436	\$11,183,068	\$10,441,207	\$12,232,710
Revenues					
Charges for Service	3,294,063	4,154,740	2,501,400	4,000,000	3,500,000
Earnings on Investments	83,218	20,531	44,811	104,051	121,393
Miscellaneous	419,774	689,665	100,000	100,000	100,000
Total Revenues	\$3,797,054	\$4,864,935	\$2,646,211	\$4,204,051	\$3,721,393
Other Financing Sources					
Transfers In	378,730	361,617	224,028	224,028	224,028
Total Other Financing Sources	\$378,730	\$361,617	\$224,028	\$224,028	\$224,028
Total Revenues & Other Financing Sources	\$4,175,784	\$5,226,552	\$2,870,239	\$4,428,079	\$3,945,421
Expenditures					
Personnel Services	157,765	177,071	239,395	194,754	198,876
Purchased Prof & Tech Services	6,626	3,700	99,915	93,950	93,950
Purchased Property Services	442	474,704	84,796	77,710	77,736
Other Purchased Services	152,248	38,791	154,256	155,028	155,030
Supplies	703	159	9,830	9,808	9,820
Capital Outlay	266,309	632,211	2,294,348	2,105,326	2,105,326
Total Expenditures	\$584,094	\$1,326,636	\$2,882,540	\$2,636,576	\$2,640,738
Other Financing Uses					
Transfers Out	1,474,086	285	729,560	0	0
Total Other Financing Uses	\$1,474,086	\$285	\$729,560	\$0	\$0
Total Expenditures & Other Financing Uses	\$2,058,179	\$1,326,921	\$3,612,100	\$2,636,576	\$2,640,738
Net Change in Fund Balance	\$2,117,605	\$3,899,632	\$(741,861)	\$1,791,503	\$1,304,683
<i>Ending Fund Balance</i>	\$7,283,436	\$11,183,068	\$10,441,207	\$12,232,710	\$13,537,393
Reserves					
Operations Reserve	52,028	57,405	52,732	52,815	53,871
Capital Projects	1,017,872	1,017,586	0	0	0
Encumbrances	0	12,301	0	0	0
Unassigned Fund Balance	6,213,536	10,095,776	10,388,476	12,179,895	13,483,522
Total Reserves	\$7,283,436	\$11,183,068	\$10,441,207	\$12,232,710	\$13,537,393

TRANSPORTATION FUND - 292

COMPARATIVE BUDGET STATEMENT

	ACTUAL 2012	ACTUAL 2013	BUDGET 2014	BUDGET 2015	BUDGET 2016
<i>Beginning Fund Balance</i>	\$13,220,576	\$13,609,350	\$14,989,371	\$11,604,080	\$10,368,536
Revenues					
Taxes	6,629,784	6,689,349	6,451,585	7,159,527	0
Licenses and Permits	184,664	263,780	165,000	166,500	166,500
Intergovernmental	7,287,170	7,081,454	7,977,161	6,913,871	6,963,871
Charges for Service	6,843,476	6,884,932	5,784,380	3,835,000	3,853,850
Earnings on Investments	138,442	54,739	97,371	131,670	153,617
Miscellaneous	115,322	288,123	154,347	25,000	25,000
Total Revenues	\$21,198,859	\$21,262,377	\$20,629,844	\$18,231,568	\$11,162,838
Other Financing Sources					
Other Financing Sources	560,450	1,363,906	1,019,772	0	0
Transfers In	4,935,765	4,226,822	4,429,410	5,027,091	5,020,560
Total Other Financing Sources	\$5,496,215	\$5,590,728	\$5,449,182	\$5,027,091	\$5,020,560
Total Revenues & Other Financing Sources	\$26,695,074	\$26,853,105	\$26,079,026	\$23,258,659	\$16,183,398
Expenditures					
PDT Administration	23,255	111,552	118,702	94,282	94,321
Engineering	4,251,376	2,507,903	2,940,533	2,564,954	2,618,387
Streets	14,200,370	15,574,242	16,288,831	16,003,487	8,588,376
Traffic	4,433,197	3,925,113	3,947,152	3,820,260	3,894,554
Parking	1,743,045	1,907,627	2,343,929	0	0
FC Moves	792,790	771,225	1,932,182	975,496	632,264
Total Expenditures	\$25,444,034	\$24,797,662	\$27,571,328	\$23,458,479	\$15,827,902
Other Financing Uses					
Debt & Other Uses	220,192	238,722	228,435	438,404	370,148
Transfers Out	642,075	436,700	188,954	597,320	238,737
Total Other Financing Uses	\$862,266	\$675,422	\$417,389	\$1,035,724	\$608,885
Total Expenditures & Other Financing Uses	\$26,306,300	\$25,473,084	\$27,988,717	\$24,494,203	\$16,436,787
Net Change in Fund Balance	\$388,774	\$1,380,021	\$(1,909,691)	\$(1,235,544)	\$(253,389)
<i>Ending Fund Balance</i>	\$13,609,350	\$14,989,371	\$13,079,680	\$10,368,536	\$10,115,147
Reserves					
Operations Reserve	482,237	473,544	469,170	316,558	322,889
Civic Center Parking	818,432	815,261	800,300	0	0
Downtown Parking Plan	532,650	557,597	525,300	0	0
Fiscal Agent	79,573	435,876	435,876	435,876	435,876
Harmony Maintenance	6,389,666	6,112,027	5,988,268	5,910,135	5,842,382
Capital Projects	648,752	0	0	0	0
Encumbrances	1,180,778	650,120	0	0	0
Unassigned Fund Balance	3,477,262	5,944,946	4,860,766	3,705,967	3,514,000
Total Reserves	\$13,609,350	\$14,989,371	\$13,079,680	\$10,368,536	\$10,115,147

The 2015 Beginning Fund Balance has been reduced by \$1,475,600. This is the estimated amount of reserves that will be transferred to the Parking Fund after 2014. See the Parking Fund - 294 Statement.

PARKING FUND - 294

COMPARATIVE BUDGET STATEMENT

	ACTUAL 2012	ACTUAL 2013	BUDGET 2014	BUDGET 2015	BUDGET 2016
<i>Beginning Fund Balance</i>	\$0	\$0	\$0	\$1,475,600	\$998,600
Revenues					
Fees-Transportation	0	0	0	1,894,180	1,928,100
Other Charges for Service	0	0	0	11,000	11,000
Interest Revenue	0	0	0	14,630	17,068
Rents	0	0	0	20,250	20,750
Other Miscellaneous	0	0	0	8,000	8,000
Total Revenues	\$0	\$0	\$0	\$1,948,060	\$1,984,918
Other Financing Sources					
Transfers from Funds	0	0	0	98,600	50,400
Total Other Financing Sources	\$0	\$0	\$0	\$98,600	\$50,400
Total Revenues & Other Financing Sources	\$0	\$0	\$0	\$2,046,660	\$2,035,318
Expenditures					
Salaries & Wages	0	0	0	902,656	921,899
Benefits	0	0	0	290,471	299,728
Professional & Technical	0	0	0	188,320	188,520
Other Prof & Tech Services	0	0	0	15,600	9,800
Utility Services	0	0	0	51,040	54,640
Repair & Maintenance Services	0	0	0	409,119	427,952
Rental Services	0	0	0	11,000	11,000
Insurance	0	0	0	17,921	17,943
Communication Services	0	0	0	15,860	15,860
Internal Admin Services	0	0	0	696	714
Employee Travel	0	0	0	8,700	8,700
Other Purchased Services	0	0	0	16,200	14,200
Vehicle & Equipment Supplies	0	0	0	7,008	8,150
Office & Related Supplies	0	0	0	21,839	16,025
Health & Safety Supplies	0	0	0	1,100	1,101
Other Supplies	0	0	0	89,130	39,086
Vehicles & Equipment	0	0	0	75,000	75,000
Other Capital Outlay	0	0	0	402,000	370,050
Total Expenditures	\$0	\$0	\$0	\$2,523,660	\$2,480,368
Total Expenditures & Other Financing Uses	\$0	\$0	\$0	\$2,523,660	\$2,480,368
Net Change in Fund Balance	\$0	\$0	\$0	(\$477,000)	(\$445,050)
<i>Ending Fund Balance</i>	\$0	\$0	\$0	\$998,600	\$553,550

Note: 2015 beginning fund balance estimate as of December 2014. Balance is transferred from the Transportation Fund to the new Parking Fund.

CAPITAL PROJECTS FUND

GENERAL CAPITAL PROJECTS

2015 - \$13,162,300

2016 - \$2,357,408

Projects typically include streets and transportation projects, construction, repair and maintenance of facilities, community parks projects, and miscellaneous projects. All of these are not included in the City's capital improvement programs funded through dedicated sales and use taxes. General Capital projects are financed through transfers from the appropriate financing fund, bond proceeds, and grant funds deposited directly into the Capital Projects Fund.

0.25 CENT-BUILDING ON BASICS (BOB)

2015 - \$4,348,622

2016 - \$0

The BOB program was developed to provide funding for the City's general capital needs and replaced the 0.25 cent sales and use tax, which funded the Building Community Choices – Community Enhancement Improvements program that began in 1998 and expired on December 31, 2005. The BOB program includes funding for operation and maintenance needs, for seven years, associated with the proposed projects. The tax went into effect on January 1, 2006, and is due to expire on December 31, 2015.

0.25 CENT-BCC-STREETS AND TRANSPORTATION

2015 - \$0

2016 - \$0

In 1997, City residents approved the extension of a 0.25 cent sales and use tax (excluding grocery food), to finance projects identified in the Building Community Choices – Street and Transportation Capital Improvement Plan. The extension went into effect on January 1, 1998, and expired on December 31, 2005. Funding for the streets and transportation projects also included a portion of the savings created from a change in the City's policy on vendor fees retained by businesses collecting sales tax on behalf of the City.

This program expired at the end of 2005. In 2005, City residents approved the extension of the 0.25 cent sales and use tax to help finance the City's Pavement Management Program. The extension went into effect on January 1, 2006 and is due to expire on December 31, 2015. The City's Pavement Management Program is an operating program rather than a capital project. Accordingly, the proceeds from the tax are collected in the City's Transportation Fund, where they are used to help fund pavement management activities.

0.25 CENT-BCC-COMMUNITY ENHANCEMENTS

2015 - \$0

2016 - \$0

In 1997, City residents approved the extension of a 0.25 cent sales and use tax (excluding grocery food), to pay for the costs associated with the capital projects identified in the Building Community Choices – Community Enhancements Capital Improvement Plan. The extension went into effect on January 1, 1998, and expired on December 31, 2005. Funding for the community enhancement projects also included a portion of the savings created from a change in the City's policy on vendor fees retained by businesses collecting sales tax on behalf of the City. This program expired at the end of 2005, and was replaced by the Building on Basics

("BOB") Capital Improvement Plan.

0.25 CENT-BCC-NATURAL AREAS AND PARKS

2015 - \$0

2016 - \$0

In 1997, City residents approved the extension of a 0.25 cent sales and use tax (excluding grocery food), to finance projects identified in the Building Community Choices – Natural Areas and Parks Capital Improvement Plan. The extension went into effect on January 1, 1998, and expired on December 31, 2005. Funding for the natural areas and parks also included a portion of the savings created from a change in the City’s policy on vendor fees retained by businesses collecting sales tax on behalf of the City.

This program expired at the end of 2005. In 2002, City residents approved the extension of the 0.25 cent sales and use tax to acquire, operate and maintain open spaces, community separators, natural areas, wildlife habitat, riparian areas, wetlands and valued agricultural lands to provide for the appropriate use and enjoyment of the lands, through land conservation projects. The extension went into effect on January 1, 2006 and is due to expire on December 31, 2030. Natural Areas programming, funded by the 0.25 sales & use tax, is budgeted in the City’s Natural Areas Fund. All of the projects have been completed and the remaining balance has been transferred to the Natural Areas Fund in accordance with the original ordinance.

Capital Projects Fund - 400

General Capital Projects

	ACTUAL 2012	ACTUAL 2013	BUDGET 2014	BUDGET 2015	BUDGET 2016
Beginning Fund Balance	\$438,152	\$536,682	\$567,507	\$506,178	\$506,178
Revenues					
Intergovernmental	17,998,792	1,339,195	6,135,598	0	0
Earnings on Investments	35,952	128,133	49,517		0
Contributions	0	7,291,052	367,760	0	0
Project Savings/Closures/Correction	105,129	0	0	0	0
Total Revenues	18,139,873	8,758,380	6,552,875	0	0
Other Financing Sources					
Transfers from:					
General Fund	93,000	1,150,000	2,691,000	4,525,000	582,008
BCC - Community Enhancements Balance (3)	7,496	2,663,000	1,675,000	0	0
BCC - Streets & Transportation Capital	400,000	0	0	0	0
Capital Expansion Fund	0	2,405,000	209,000	8,150,000	1,650,000
Natural Areas Fund	22,044	2,360,000	0	0	0
Street Oversizing Fund	1,583,691	0	0	0	0
Transportation Services Fund	147,000	110,846	0	487,300	125,400
Total Other Financing Sources	2,253,231	8,688,846	4,575,000	13,162,300	2,357,408
Total Revenues & Other Financing Sources	\$20,393,104	\$17,447,226	\$11,127,875	\$13,162,300	\$2,357,408
Expenditures (1)					
Arthur Ditch Master Plan Alternative Analysis	0	0	0	185,000	0
Block 32 Redevelopment Master Planning	0	0	109,000	0	0
City Bridge Program	627,000	0	250,000	277,300	207,408
City Hall Administration Building	0	135,000	0	0	0
Downtown Poudre River Improvements	0	175,000	75,000	1,000,000	0
East Community Park	0	1,700,000	0	0	0
Epic Pool Improvements	0	0	0	1,500,000	0
Fossil Creek Trail	0	200,000	0	0	0
Gardens Projects	0	400,000	0	0	0
Green Streets Implementation	0	0	450,000	150,000	0
Harmony/UPRR Safety & Maintenance	575,000	0	0	0	0
Hughes Stadium Disc Golf Course	0	70,000	0	0	0
I-25 & SH 392 Interchange & Improvements	0	100,000	0	0	0
I-25 Community Gateway Design	0	100,000	0	0	0
Integrated/Community Recycling Facility	0	448,000	237,000	1,000,000	0
Lemay/Vine Grade Separated Crossing	0	50,000	0	0	0
Linden Street - Walnut to Jefferson	0	0	0	300,000	0
Mason Corridor (2)	15,651,456	381,945	110,846	0	0
Mulberry/ Lemay Pedestrian Bridge	0	368,000	0	0	0
Mulberry Bridge CDOT Project	0	500,000	700,000	0	0
Natural Areas Office Building	0	1,860,000	0	0	0
North College Improvements	1,426,000	1,940,000	8,402,000	0	0
Northeast Community Park	0	0	0	250,000	450,000
Oak Street Public Restroom Replacement	0	0	0	350,000	0
Pickle Plant	0	75,364	0	0	0
Police Facility	289,480	0	0	0	0
Poudre River Trail	0	737,597	0	0	0
Railroad Crossing Replacement	119,903	100,000	100,000	150,000	100,000
Soapstone Prairie Improvements	22,044	0	0	0	0
Southeast Community Park	0	500,000	133,598	7,900,000	1,200,000
Spring Canyon Community Park	0	14,607	0	0	0
Traffic Calming Projects	0	0	0	100,000	400,000
Trail Acquisition & Development - Special Funds	0	1,013,808	0	0	0
Turnberry Rd. Improvements	1,583,691	0	0	0	0
Willow Street Development	0	0	367,760	0	0
Woodward Capital Improvements	0	6,547,080	254,000	0	0
Total Expenditures	20,294,574	17,416,401	11,189,204	13,162,300	2,357,408
Total Expenditures & Other Financing Uses	\$20,294,574	\$17,416,401	\$11,189,204	\$13,162,300	\$2,357,408
Net Change in Fund Balance	\$98,530	\$30,825	(\$61,329)	\$0	\$0
Ending Fund Balance	\$536,682	\$567,507	\$506,178	\$506,178	\$506,178

(1) Expenditures shown are the amounts budgeted for the projects.

(2) General City portion of project moved from BCC-Streets and Transportation in 2012.

(3) \$1.6 M in 2012 is from BCC-Community Enhancements that are no longer needed for the BOB - North College Improvements Project.

CAPITAL PROJECTS FUND - 400

1/4 Cent-Building on Basics (BOB)

	ACTUAL 2012	ACTUAL 2013	BUDGET 2014	BUDGET 2015	BUDGET 2016 (4)
Beginning Fund Balance	\$119,540	\$802,382	\$1,514,484	\$2,030,893	\$3,619,471
Revenues					
Intergovernmental	761,710	1,278,401	0	0	0
Earnings on Investments	88,607	104,279	121,643	50,000	0
Contributions	685,249	143,133	506,110	0	0
Revenue received but not appropriated	21,654	3,375	0	0	0
Total Revenues	1,557,220	1,529,188	627,753	50,000	0
Other Financing Sources					
Transfers from:					
Sales & Use Tax Fund (3)	6,261,781	6,474,388	7,055,496	7,049,100	0
General Fund	0	0	545,000	0	0
Recreation Fund	0	500,000	0	0	0
Total Other Financing Sources	6,261,781	6,974,388	7,600,496	7,049,100	0
Total Revenues & Other Financing Sources	\$7,819,001	\$8,503,576	\$8,228,249	\$7,099,100	\$0
Capital Expenditures					
Fort Collins Museum/Discovery Science Center Joint Facility	360,249	0	0	0	0
Lincoln Center Renovation	21,200	23,126	0	0	0
Park Upgrades and Enhancements	0	0	0	1,703,622	0
Fort Collins Senior Center Expansion	430,239	3,044,559	3,267,735	0	0
Harmony Rd., Seneca to College Ave.	0	0	0	0	0
Intersection Improvements and Traffic Signals	4,586,793	2,134,518	0	2,220,000	0
Timberline Rd., Drake to Prospect-Enhanced	0	763,368	2,736,632	0	0
Bicycle Program Plan Implementation	125,000	125,000	125,000	125,000	125,000
Pedestrian Plan and ADA Improvements	299,917	343,890	256,110	300,000	0
Total Capital Expenditures	5,823,398	6,434,461	6,385,477	4,348,622	0
Other Financing Uses					
Transfers to: (1)					
Transit Services Fund - Replacement Buses	0	0	0	0	0
Cultural Services Fund - Facilities Plan	(21,200)	0	0	0	0
General Fund - Police CAD Replacement	0	0	0	0	0
Library District - Library Technology	744,000	744,000	744,000	742,000	0
Administrative Charge	35,961	45,013	46,363	59,900	61,098
Operations & Maintenance (2)					
Fort Collins Museum/Discovery Science Center Joint Facility (Cultural Services)	200,000	200,000	200,000	200,000	0
Fort Collins Senior Center Expansion	0	0	0	50,000	50,000
Lincoln Center Renovation (Cultural Services)	24,000	24,000	24,000	24,000	24,000
Park Upgrades and Enhancements	45,000	45,000	45,000	45,000	45,000
Police Services CAD Replacement (General)	219,000	219,000	219,000	0	0
Harmony Rd., Seneca to College Ave. (Transportation)	19,000	19,000	0	0	0
Intersection Improvements & Traffic Signals (Transportn)	5,000	5,000	0	0	0
North College Avenue Improvements (Transportation)	0	6,000	6,000	6,000	6,000
Timberline Rd., Drake to Prospect (Transportation)	0	0	0	0	16,000
Pedestrian Plan & ADA Improvements (Transportation)	42,000	50,000	42,000	35,000	28,000
Total Other Financing Uses	1,312,761	1,357,013	1,326,363	1,161,900	230,098
Total Expenditures & Other Financing Uses	\$7,136,159	\$7,791,474	\$7,711,840	\$5,510,522	\$230,098
Net Change in Fund Balance	\$682,842	\$712,102	\$516,409	\$1,588,578	(\$230,098)
Ending Fund Balance	\$802,382	\$1,514,484	\$2,030,893	\$3,619,471	\$3,389,373

NOTES:

- (1) Transfers are made to the appropriate fund from the Sales & Use Tax Fund and shown on this statement to record the use of BOB taxes.
- (2) Operating and maintenance expenses for the first seven years of each project are funded by BOB taxes. The revenue is transferred from the Sales & Use Tax Fund to the appropriate operating fund. These transfers will be made through 2022.
- (3) Actual Sales and Use Taxes received in 2012 and 2013 exceeded the amount budgeted for transfer. The excess amount (2012 - \$327,388 and 2013 - \$492,596) is transferred to BOB capital in the following year.
- (4) The term of the Building on Basics tax is from January 1, 2006 through December 31, 2015.

Note: Actual expenditures shown are the amounts budgeted for the projects.

Capital Projects Fund - 400

1/4 Cent-Building Community Choices

Streets and Transportation

	ACTUAL 2012	ACTUAL 2013	BUDGET 2014	BUDGET 2015	BUDGET 2016
<i>Beginning Fund Balance</i>	\$407,780	\$9,173	\$13,642	\$19,934	\$19,934
Revenues					
Intergovernmental	(2,711)	0	0	0	0
Earnings on Investments	4,104	4,412	6,292	0	0
Miscellaneous	0	0	0	0	0
Total Revenues	1,393	4,412	6,292	0	0
Other Financing Sources					
Transfers from:					
BOB Capital Projects	0	0	0	0	0
BCC - Community Enhancements Balance	0	1,200,000	0	0	0
General Fund	0	0	0	0	0
Sales and Use Tax Fund	0	0	0	0	0
Sales and Use Tax Fund - Reserves	0	0	0	0	0
Transit Services Fund	0	0	0	0	0
Transportation Services Fund	0	0	0	0	0
Total Other Financing Sources	0	1,200,000	0	0	0
Total Revenues & Other Financing Sources	\$1,393	\$1,204,412	\$6,292	\$0	\$0
Expenditures					
Mason Street Transportation Corridor	0	0	0	0	0
Natural Resources Research Center Trail Overpass	0	1,200,000	0	0	0
Pedestrian Plan	0	(57)	0	0	0
Pavement Management Program	0	0	0	0	0
North College Corridor	0	0	0	0	0
Total Expenditures	0	1,199,943	0	0	0
Other Financing Uses					
Transfers to:					
General Capital Projects	400,000	0	0	0	0
Total Other Financing Uses	400,000	0	0	0	0
Total Expenditures & Other Financing Uses	\$400,000	\$1,199,943	\$0	\$0	\$0
Net Change in Fund Balance	(\$398,607)	\$4,469	\$6,292	\$0	\$0
<i>Ending Fund Balance</i>	\$9,173	\$13,642	\$19,934	\$19,934	\$19,934

Note: Actual expenditures shown are the amounts budgeted for the projects. A negative amount in project Expenditures represents a project savings or a transfer of the project budget.

Capital Projects Fund - 400

1/4 Cent-Building Community Choices

Community Enhancements

	ACTUAL 2012	ACTUAL 2013	BUDGET 2014	BUDGET 2015	BUDGET 2016
<i>Beginning Fund Balance</i>	\$3,021,732	\$3,450,015	\$206,051	\$163,024	\$163,024
Revenues					
Earnings on Investments	60,779	55,529	31,973	0	0
Contributions	375,000	250,000	0	0	0
Other	0	0	0	0	0
Total Revenues	435,779	305,529	31,973	0	0
Other Financing Sources					
Transfers from:					
Sales & Use Tax Fund	0	0	0	0	0
Total Other Financing Sources	0	0	0	0	0
Total Revenues & Other Financing Sources	\$435,779	\$305,529	\$31,973	\$0	\$0
Expenditures					
City/School District Community Projects	0	0	0	0	0
Shields, Horsetooth to Troutman	0	0	0	0	0
Police Building/Land Acquisition	0	0	0	0	0
Northeast Truck Route	0	0	0	0	0
Northeast Truck Route Relocation	0	0	0	0	0
Library Technology	0	0	0	0	0
New Library/Land Acquisition	0	0	0	0	0
Prospect, Poudre River to Summit View	0	(306,011)	0	0	0
Performing Arts Center/Land Acquisition	0	0	0	0	0
Taft Hill, Drake Road to Derby	0	0	0	0	0
EPIC Ice	0	0	0	0	0
Northside Aztlan Center	0	0	0	0	0
Total Expenditures	0	(306,011)	0	0	0
Other Financing Uses					
Transfers to:					
General City Capital Projects	7,496	2,655,504	75,000	0	0
BCC - Streets & Transportation Project	0	1,200,000	0	0	0
BOB Capital Projects	0	0	0	0	0
Total Other Financing Uses	7,496	3,855,504	75,000	0	0
Total Expenditures & Other Financing Uses	\$7,496	\$3,549,493	\$75,000	\$0	\$0
Net Change in Fund Balance	\$428,283	(\$3,243,964)	(\$43,027)	\$0	\$0
<i>Ending Fund Balance</i>	\$3,450,015	\$206,051	\$163,024	\$163,024	\$163,024

Note: Actual expenditures shown are the amounts budgeted for the projects. A negative amount in project Expenditures represents a project savings or a transfer of the project budget.

Capital Projects Fund - 400
1/4 Cent-Building Community Choices
Natural Areas and Parks

	ACTUAL 2012	ACTUAL 2013	BUDGET 2014	BUDGET 2015	BUDGET 2016
<i>Beginning Fund Balance</i>	\$116,306	\$121,834	\$124,436	\$0	\$0
Revenues					
Other	0	0	0	0	0
Earnings on Investments	5,528	2,602	1,037	0	0
Total Revenues	5,528	2,602	1,037	0	0
Other Financing Sources					
Transfers from:					
Conservation Trust Fund	0	0	0	0	0
General Fund	0	0	0	0	0
Sales & Use Tax Fund	0	0	0	0	0
Total Other Financing Sources	0	0	0	0	0
Total Revenues & Other Financing Sources	\$5,528	\$2,602	\$1,037	\$0	\$0
Expenditures					
Natural Areas	0	0	0	0	0
Community Park Improvements	0	0	0	0	0
Community Horticulture Center	0	0	0	0	0
Fossil Creek Community Park	0	0	0	0	0
Regional Trails	0	0	0	0	0
Transfer to Natural Areas Fund	0	0	125,473	0	0
Total Expenditures	0	0	125,473	0	0
Net Change in Fund Balance	\$5,528	\$2,602	(\$124,436)	\$0	\$0
<i>Ending Fund Balance</i>	\$121,834	\$124,436	\$0	\$0	\$0

Note: All projects in this category have been completed. Per Ordinance No. 29, 1997 "any excess revenues generated by the tax shall be used for natural areas and trails." In accordance with this ordinance the remaining interest earnings have been transferred from the Capital Projects Fund to the Natural Areas Fund in 2014.

DEBT SERVICE AND OTHER FUNDS

252 - GENERAL IMPROVEMENT DISTRICT #1

2015 - \$1,193,565

2016 - \$193,877

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

2015 - \$1,000

2016 - \$1,000

The General Improvement District #15 Fund provides for the special improvement district's revenue derived from the District's mill levy, for the purpose of maintaining roads in the Skyview subdivision.

300 - TIMBERLINE/PROSPECT SID #94 FUND

2015 - \$56,000

2016 - \$54,000

The Timberline/Prospect Special Improvement District #94 Fund provides for the special improvement district's tax revenue and debt payments.

304 - CAPITAL LEASING CORPORATION FUND

2015 - \$4,636,235

2016 - \$4,619,279

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

2015 - \$3,827,763

2016 - \$4,127,950

The Employees' Retirement Fund is used to account for the general employees' retirement plan.

800 – URA – NORTH COLLEGE DISTRICT FUND

2015 - \$1,352,484

2016 - \$1,358,575

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

2015 - \$1,046,129

2016 - \$350,261

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 with in a designated area of the community. The Prospect South URA District will receive tax increment revenue through 2037.

803 – URA - MALL FUND

2015 - \$849,900
2016 - \$3,222,600

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 with in 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 2012	ACTUAL 2013	BUDGET 2014	BUDGET 2015	BUDGET 2016
<i>Beginning Fund Balance</i>	\$1,011,377	\$1,067,827	\$1,059,223	\$962,560	\$82,995
Revenues					
Property Taxes	277,181	272,106	276,258	276,000	280,000
Shared Revenues	28,605	31,083	29,000	31,000	31,000
Interest Revenue	14,580	359	8,732	7,000	2,000
Other Miscellaneous	62	100	0	0	0
Total Revenues	\$320,428	\$303,648	\$313,990	\$314,000	\$313,000
Total Revenues & Other Financing Sources	\$320,428	\$303,648	\$313,990	\$314,000	\$313,000
Expenditures					
Salaries & Wages	31,933	11,239	10,847	10,578	10,789
Benefits	9,628	4,861	4,844	4,883	4,981
Professional & Technical	38,975	63,488	11,500	11,500	11,500
Other Prof & Tech Services	16,391	6,258	6,000	6,000	6,000
Utility Services	1,754	1,506	2,500	2,500	2,500
Construction Services	0	137,118	236,652	1,020,000	20,000
Internal Admin Services	310	124	310	104	107
Employee Travel	22	0	0	0	0
Other Purchased Services	62	55	0	0	0
Infrastructure	150,125	25,113	0	0	0
Rebates & Incentives	14,778	22,491	23,000	23,000	23,000
Total Expenditures	\$263,978	\$272,252	\$295,653	\$1,078,565	\$78,877
Other Financing Uses					
Transfers to Funds	0	40,000	115,000	115,000	115,000
Total Other Financing Uses	\$0	\$40,000	\$115,000	\$115,000	\$115,000
Total Expenditures & Other Financing Uses	\$263,978	\$312,252	\$410,653	\$1,193,565	\$193,877
Net Change in Fund Balance	\$56,450	\$(8,604)	\$(96,663)	\$(879,565)	\$119,123
<i>Ending Fund Balance</i>	\$1,067,827	\$1,059,223	\$962,560	\$82,995	\$202,118

GID #15 - SKYVIEW - 293 COMPARATIVE BUDGET STATEMENT

	ACTUAL 2012	ACTUAL 2013	BUDGET 2014	BUDGET 2015	BUDGET 2016
<i>Beginning Fund Balance</i>	\$62,105	\$88,916	\$115,080	\$40,230	\$64,300
Revenues					
Taxes	24,651	24,690	24,861	24,700	25,200
Intergovernmental	1,701	1,827	0	0	0
Earnings on Investments	951	141	398	370	432
Total Revenues	\$27,303	\$26,658	\$25,259	\$25,070	\$25,632
Total Revenues & Other Financing Sources	\$27,303	\$26,658	\$25,259	\$25,070	\$25,632
Expenditures					
Personnel Services	0	0	14,754	0	0
Purchased Prof & Tech Services	493	494	8,684	1,000	1,000
Purchased Property Services	0	0	8,476	0	0
Supplies	0	0	68,195	0	0
Total Expenditures	\$493	\$494	\$100,109	\$1,000	\$1,000
Total Expenditures & Other Financing Uses	\$493	\$494	\$100,109	\$1,000	\$1,000
Net Change in Fund Balance	\$26,811	\$26,165	\$(74,850)	\$24,070	\$24,632
<i>Ending Fund Balance</i>	\$88,916	\$115,080	\$40,230	\$64,300	\$88,932

TIMBERLINE/PROSPECT SID #94 - 300 COMPARATIVE BUDGET STATEMENT

	ACTUAL 2012	ACTUAL 2013	BUDGET 2014	BUDGET 2015	BUDGET 2016
<i>Beginning Fund Balance</i>	\$70,308	\$52,740	\$54,656	\$54,931	\$57,431
Revenues					
Interest Revenue	498	(132)	275	0	0
Assessments	20,876	56,836	123,200	58,500	56,000
Total Revenues	\$21,374	\$56,704	\$123,475	\$58,500	\$56,000
Other Financing Sources					
Total Other Financing Sources	\$0	\$0	\$0	\$0	\$0
Total Revenues & Other Financing Sources	\$21,374	\$56,704	\$123,475	\$58,500	\$56,000
Expenditures					
Other	38,943	54,788	123,200	56,000	54,000
Total Expenditures	\$38,943	\$54,788	\$123,200	\$56,000	\$54,000
Other Financing Uses					
Total Other Financing Uses	\$0	\$0	\$0	\$0	\$0
Total Expenditures & Other Financing Uses	\$38,943	\$54,788	\$123,200	\$56,000	\$54,000
Net Change in Fund Balance	(\$17,568)	\$1,916	\$275	\$2,500	\$2,000
<i>Ending Fund Balance</i>	\$52,740	\$54,656	\$54,931	\$57,431	\$59,431

CAPITAL LEASING CORP FUND - 304 COMPARATIVE BUDGET STATEMENT

	ACTUAL 2012	ACTUAL 2013	BUDGET 2014	BUDGET 2015	BUDGET 2016
<i>Beginning Fund Balance</i>	\$0	\$0	\$0	\$0	\$0
Revenues					
Rents	52,471	53,767	55,202	56,844	58,447
Total Revenues	\$52,471	\$53,767	\$55,202	\$56,844	\$58,447
Other Financing Sources					
Proceeds of Debt Issuance	34,395,000	0	0	0	0
Transfers from Funds	5,230,171	4,588,482	4,575,081	4,579,391	4,560,832
Total Other Financing Sources	\$39,625,171	\$4,588,482	\$4,575,081	\$4,579,391	\$4,560,832
Total Revenues & Other Financing Sources	\$39,677,643	\$4,642,248	\$4,630,283	\$4,636,235	\$4,619,279
Expenditures					
Professional & Technical	199,871	0	0	0	0
Other Prof & Tech Services	2,610	3,500	2,500	3,500	3,500
Other	0	0	0	0	0
Total Expenditures	\$202,481	\$3,500	\$2,500	\$3,500	\$3,500
Other Financing Uses					
Debt Service	5,080,162	4,638,748	4,627,783	4,632,735	4,615,779
Other Financing	34,395,000	0	0	0	0
Total Other Financing Uses	\$39,475,162	\$4,638,748	\$4,627,783	\$4,632,735	\$4,615,779
Total Expenditures & Other Financing Uses	\$39,677,643	\$4,642,248	\$4,630,283	\$4,636,235	\$4,619,279
Net Change in Fund Balance	\$0	\$0	\$0	\$0	\$0
<i>Ending Fund Balance</i>	\$0	\$0	\$0	\$0	\$0

EMPLOYEES' RETIREMENT FUND - 700

COMPARATIVE BUDGET STATEMENT

	ACTUAL 2012	ACTUAL 2013	BUDGET 2014	BUDGET 2015	BUDGET 2016
<i>Beginning Fund Balance</i>	\$37,015,380	\$39,489,065	\$44,714,837	\$43,177,820	\$41,396,557
Revenues					
Fees-General Government	1,241,929	2,089,644	1,920,000	1,910,000	1,830,000
Interest Revenue	4,225,943	7,201,472	83,000	136,500	159,250
Total Revenues	\$5,467,872	\$9,291,117	\$2,003,000	\$2,046,500	\$1,989,250
Other Financing Sources					
Total Other Financing Sources	\$0	\$0	\$0	\$0	\$0
Total Revenues & Other Financing Sources	\$5,467,872	\$9,291,117	\$2,003,000	\$2,046,500	\$1,989,250
Expenditures					
Professional & Technical	23,801	20,758	39,567	27,500	27,500
Other Purchased Services	0	68	0	0	0
Office & Related Supplies	0	0	200	13	200
Other Supplies	0	190	250	250	250
Other	2,970,386	4,044,328	3,500,000	3,800,000	4,100,000
Total Expenditures	\$2,994,187	\$4,065,344	\$3,540,017	\$3,827,763	\$4,127,950
Total Expenditures & Other Financing Uses	\$2,994,187	\$4,065,344	\$3,540,017	\$3,827,763	\$4,127,950
Net Change in Fund Balance	\$2,473,685	\$5,225,772	(\$1,537,017)	(\$1,781,263)	(\$2,138,700)
<i>Ending Fund Balance</i>	\$39,489,065	\$44,714,837	\$43,177,820	\$41,396,557	\$39,257,857

URA - N. COLLEGE DISTRICT - 800 COMPARATIVE BUDGET STATEMENT

	ACTUAL 2012	ACTUAL 2013	BUDGET 2014	BUDGET 2015	BUDGET 2016
<i>Beginning Fund Balance</i>	-\$6,778,442	-\$9,591,065	-\$8,522,436	-\$9,766,923	-\$9,904,648
Revenues					
Property Taxes	918,817	1,284,690	1,198,915	1,128,353	1,273,169
Interest Revenue	109,283	77,285	90,590	86,406	85,665
Other Miscellaneous	0	233,833	0	0	0
Total Revenues	\$1,028,100	\$1,595,807	\$1,289,505	\$1,214,759	\$1,358,834
Other Financing Sources					
Proceeds of Debt Issuance	0	11,401,806	0	0	0
Total Other Financing Sources	\$0	\$11,401,806	\$0	\$0	\$0
Total Revenues & Other Financing Sources	\$1,028,100	\$12,997,613	\$1,289,505	\$1,214,759	\$1,358,834
Expenditures					
Personnel Services	135,776	168,104	154,825	189,729	193,863
Purchased Prof & Tech Services	20,511	197,333	140,064	73,512	76,463
Purchased Property Services	326,472	16,221	620,999	0	0
Other Purchased Services	9,516	10,597	6,050	8,382	8,388
Supplies	3,154	2,146	1,400	1,400	1,400
Total Expenditures	\$495,428	\$394,401	\$923,337	\$273,023	\$280,114
Other Financing Uses					
Debt & Other Uses	645,295	11,534,583	1,610,655	1,079,461	1,078,461
Transfers Out	2,700,000	0	0	0	0
Total Other Financing Uses	\$3,345,295	\$11,534,583	\$1,610,655	\$1,079,461	\$1,078,461
Total Expenditures & Other Financing Uses	\$3,840,723	\$11,928,984	\$2,533,992	\$1,352,484	\$1,358,575
Net Change in Fund Balance	\$(2,812,623)	\$1,068,630	\$(1,244,487)	\$(137,725)	\$259
<i>Ending Fund Balance</i>	-\$9,591,065	-\$8,522,436	-\$9,766,923	-\$9,904,648	-\$9,904,389

URA - PROSPECT SOUTH TIF DIST - 801 COMPARATIVE BUDGET STATEMENT

	ACTUAL 2012	ACTUAL 2013	BUDGET 2014	BUDGET 2015	BUDGET 2016
<i>Beginning Fund Balance</i>	\$0	\$0	\$726,170	\$726,170	\$19,754
Revenues					
Property Taxes	0	0	70,779	339,443	381,394
Interest Revenue	0	-111	0	270	326
Total Revenues	\$0	-\$111	\$70,779	\$339,713	\$381,720
Other Financing Sources					
Proceeds of Debt Issuance	0	0	247,000	0	0
Transfers from Funds	0	5,000,000	0	0	0
Total Other Financing Sources	\$0	\$5,000,000	\$247,000	\$0	\$0
Total Revenues & Other Financing Sources	\$0	\$4,999,889	\$317,779	\$339,713	\$381,720
Expenditures					
Purchased Prof & Tech Services	0	0	0	6,789	7,628
Purchased Property Services	0	0	0	0	11,762
Other	0	4,273,719	0	726,281	0
Total Expenditures	\$0	\$4,273,719	\$0	\$733,070	\$19,390
Other Financing Uses					
Debt & Other Uses	0	0	317,779	313,059	330,871
Total Other Financing Uses	\$0	\$0	\$317,779	\$313,059	\$330,871
Total Expenditures & Other Financing Uses	\$0	\$4,273,719	\$317,779	\$1,046,129	\$350,261
Net Change in Fund Balance	\$0	\$726,170	\$0	\$(706,416)	\$31,459
<i>Ending Fund Balance</i>	\$0	\$726,170	\$726,170	\$19,754	\$51,213

URA - MALL FUND - 803

COMPARATIVE BUDGET STATEMENT

	ACTUAL 2012	ACTUAL 2013	BUDGET 2014	BUDGET 2015	BUDGET 2016
<i>Beginning Fund Balance</i>	\$0	\$0	\$0	\$0	\$0
Revenues					
Sales & Use Tax	0	0	0	849,900	3,222,600
Other Miscellaneous	0	0	340,188	0	0
Total Revenues	\$0	\$0	\$340,188	\$849,900	\$3,222,600
Total Revenues & Other Financing Sources	\$0	\$0	\$340,188	\$849,900	\$3,222,600
Expenditures					
Purchased Prof & Tech Services	0	0	339,188	0	0
Purchased Property Services	0	0	1,000	849,900	3,222,600
Total Expenditures	\$0	\$0	\$340,188	\$849,900	\$3,222,600
Total Expenditures & Other Financing Uses	\$0	\$0	\$340,188	\$849,900	\$3,222,600
Net Change in Fund Balance	\$0	\$0	\$0	\$0	\$0
<i>Ending Fund Balance</i>	\$0	\$0	\$0	\$0	\$0

ENTERPRISE FUNDS

500 - GOLF FUND

2015 - \$3,246,424

2016 - \$3,372,848

The Golf Fund provides maintenance, operations, and total management of City Park Nine, Collindale, and SouthRidge Golf Courses. This includes contractual management of the three golf professionals as well as the snack bar/restaurant concessionaires.

501 - LIGHT & POWER FUND

2015 - \$134,265,990

2016 - \$136,436,585

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; \$2,118,725 in 2015 and \$54,971 in 2016.

502 - WATER FUND

2015 - \$30,988,954

2016 - \$41,396,658

This Utility provides services relating to the processing and distribution of the City's water supply, including management, operation, and maintenance of water mains, valves, hydrants, and meters. The Water Utility processes water received from the Cache la Poudre River and Horsetooth Reservoir to meet federal and state drinking water standards. Included in the Budget amounts is Water capital projects; \$6,902,602 in 2015 and \$17,141,583 in 2016.

503 - WASTEWATER FUND

2015 - \$25,654,781

2016 - \$26,189,309

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; \$8,420,311 in 2015 and \$8,269,561 in 2016.

504 - STORMWATER FUND

2015 - \$16,948,053

2016 - \$15,639,510

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; \$5,865,249 in 2015 and \$4,522,846 in 2016.

GOLF FUND - 500

COMPARATIVE BUDGET STATEMENT

	ACTUAL 2012	ACTUAL 2013	BUDGET 2014	BUDGET 2015	BUDGET 2016
Beginning Fund Balance	\$4,796,246	\$5,089,831	\$5,132,000	\$5,535,240	\$6,131,066
Revenues					
Charges for Service	3,076,851	2,895,447	2,944,000	3,262,000	3,327,518
Earnings on Investments	6,968	2,665	2,700	3,330	3,330
Miscellaneous	26,061	29,847	34,500	42,000	42,000
Total Revenues	\$3,109,880	\$2,927,959	\$2,981,200	\$3,307,330	\$3,372,848
Other Financing Sources					
Other Financing Sources	78,964	157,829	505,538	0	0
Total Other Financing Sources	\$78,964	\$157,829	\$505,538	\$0	\$0
Total Revenues & Other Financing Sources	\$3,188,844	\$3,085,788	\$3,486,738	\$3,307,330	\$3,372,848
Expenditures					
Personnel Services	1,167,624	1,209,568	1,231,146	1,276,601	1,304,619
Purchased Prof & Tech Services	224,530	240,716	321,617	405,580	414,240
Purchased Property Services	368,545	393,086	338,199	307,062	313,256
Other Purchased Services	203,635	207,466	178,651	150,112	152,770
Supplies	329,621	320,493	358,870	368,133	376,962
Capital Outlay	157,310	268,897	535,538	0	0
Other	272,458	277,766	24,000	100,000	95,000
Total Expenditures	\$2,723,724	\$2,917,992	\$2,988,021	\$2,607,488	\$2,656,847
Other Financing Uses					
Debt & Other Uses	495,237	450,783	509,650	596,290	670,582
Transfers Out	43,806	35,458	36,503	42,646	45,419
Total Other Financing Uses	\$539,043	\$486,241	\$546,153	\$638,936	\$716,001
Total Expenditures & Other Financing Uses	\$3,262,767	\$3,404,233	\$3,534,174	\$3,246,424	\$3,372,848
Adjustments to GAAP					
Capital Expenses	(55,228)	(133,062)	(505,538)	0	0
Principal Payments	(389,662)	(384,196)	(450,676)	(534,920)	(622,965)
Net Debt Proceeds	77,382	156,644	505,538	0	0
Depreciation	0	0	0	0	0
Net Adjustments to GAAP	(\$367,508)	(\$360,614)	(\$450,676)	(\$534,920)	(\$622,965)
Net Change in Fund Balance	\$293,585	\$42,169	\$403,240	\$595,826	\$622,965
Ending Fund Balance	\$5,089,831	\$5,132,000	\$5,535,240	\$6,131,066	\$6,754,031
Reserves					
Net Assets Invested in Capital	4,486,369	4,572,313	5,250,761	5,507,915	5,853,114
Operations Reserve	47,616	48,130	52,150	53,137	54,200
Unrestricted	555,846	511,557	232,329	570,014	846,717
Total Reserves	\$5,089,831	\$5,132,000	\$5,535,240	\$6,131,066	\$6,754,031

LIGHT & POWER FUND - 501

COMPARATIVE BUDGET STATEMENT

	ACTUAL 2012	ACTUAL 2013	BUDGET 2014	BUDGET 2015	BUDGET 2016
Beginning Fund Balance	\$166,578,985	\$177,687,691	\$189,415,044	\$186,409,300	\$187,530,090
Revenues					
Operating Grants/Contributions	4,018	27,315	0	0	0
Capital Grants/Contributions	5,318,843	8,573,283	0	0	0
Other Intergovernmental	241,840	222,622	242,000	220,000	220,000
Fees-General Government	0	0	0	0	0
Fees-Light and Power	108,634,479	114,757,689	115,858,685	122,814,300	128,159,300
Interest Revenue	550,445	60,501	411,000	488,011	569,348
Other Earnings on Investments	16,338	13,669	8,500	10,000	10,000
Rents	0	0	0	0	0
Contributions & Donations	3,414,650	5,065,177	2,975,482	3,150,000	3,150,000
Sale of Property	106,773	(930,520)	0	0	0
Non Operating	960,514	933,226	789,600	710,000	710,000
Other Miscellaneous	374,286	484,234	559,000	550,000	550,000
Total Revenues	\$119,622,186	\$129,207,196	\$120,844,267	\$127,942,311	\$133,368,648
Other Financing Sources					
Other Financing Sources	87,767	56,701	0	0	0
Transfers from Funds	0	86,148	87,888	179,000	125,000
Total Other Financing Sources	\$87,767	\$142,849	\$87,888	\$179,000	\$125,000
Total Revenues & Other Financing Sources	\$119,709,954	\$129,350,045	\$120,932,155	\$128,121,311	\$133,493,648
Expenditures					
Light & Power Operations	15,276,849	16,170,890	8,571,528	9,266,626	9,174,790
L&P Payments and Transfers	12,249,639	13,296,999	14,015,268	15,573,471	15,900,126
L&P Purchase of Power	76,283,258	80,700,035	87,257,041	88,193,000	92,366,000
L&P System Additions	8,814,033	8,292,788	11,072,665	11,566,744	11,730,428
L&P Capital Projects	1,434,495	615,582	7,772,335	2,118,725	54,971
L&P Energy Services	3,546,448	4,533,038	5,806,043	5,495,341	5,160,163
L&P Operating Grants	1,046,816	352,666	0	0	0
L&P Capital Grants	11,996,977	9,173,252	0	0	0
Total Expenditures	\$130,648,514	\$133,135,250	\$134,494,880	\$132,213,907	\$134,386,478
Other Financing Uses					
Debt & Other Uses	1,818,215	1,973,529	1,991,122	2,032,802	2,034,602
Transfers Out	0	129,845	16,897	19,281	15,505
Total Other Financing Uses	\$1,818,215	\$2,103,374	\$2,008,019	\$2,052,083	\$2,050,107
Total Expenditures & Other Financing Uses	\$132,466,729	\$135,238,624	\$136,502,899	\$134,265,990	\$136,436,585
Adjustments to GAAP					
Depreciation/Amortization	0		7,800,000	8,000,000	8,000,000
Capital Expenses	(22,245,505)	(16,125,932)	(18,845,000)	(13,685,469)	(11,785,399)
Net Debt Proceeds	0	0	0	0	0
Bond Principal	(1,455,000)	(1,490,000)	(1,520,000)	(1,580,000)	(1,645,000)
Unamortized bond issuance costs	(164,976)	0	0	0	0
Net Adjustments to GAAP	(\$23,865,481)	(\$17,615,932)	(\$12,565,000)	(\$7,265,469)	(\$5,430,399)
Net Change in Fund Balance	\$11,108,706	\$11,727,353	(\$3,005,744)	\$1,120,790	\$2,487,462
Ending Fund Balance	\$177,687,691	\$189,415,044	\$186,409,300	\$187,530,090	\$190,017,552
<i>* Note: Ending fund balance includes non-liquid assets.</i>					
Working Capital Reserve					
Operations Reserve	2,896,728	2,291,157	2,424,515	2,418,806	2,442,509
Art in Public Places	671,598	0	0	0	0
Capital Reserve	48,330,722	52,963,334	44,564,732	29,706,207	26,152,410
Total Reserves	\$51,899,048	\$55,254,491	\$46,989,247	\$32,125,013	\$28,594,919

WATER FUND - 502

COMPARATIVE BUDGET STATEMENT

	ACTUAL 2012	ACTUAL 2013	BUDGET 2014	BUDGET 2015	BUDGET 2016
Beginning Fund Balance	\$252,725,007	\$260,332,922	\$268,657,703	\$269,429,518	\$276,669,262
Revenues					
Operating Grants/Contributions	0	7,752	0	0	0
Capital Grants/Contributions	0	743,332	0	0	0
Fees-Water	28,325,535	25,953,822	27,569,551	29,450,000	29,680,000
Interest Revenue	791,956	77,144	553,227	695,700	811,650
Other Earnings on Investments	160,981	87,209	116,516	110,000	110,000
Rents	73,933	142,856	50,000	110,000	110,000
Contributions & Donations	3,448,556	5,474,104	1,363,213	3,560,000	3,110,000
Sale of Property	20,616	26,060	0	20,000	20,000
Non Operating	69,491	45,085	56,000	40,000	40,000
Other Miscellaneous	130,912	123,802	96,275	130,000	130,000
Total Revenues	\$33,021,981	\$32,681,165	\$29,804,782	\$34,115,700	\$34,011,650
Other Financing Sources					
Other Financing Sources	137,801	32,270	225,701	0	0
Total Other Financing Sources	\$137,801	\$32,270	\$225,701	\$0	\$0
Total Revenues & Other Financing Sources	\$33,159,781	\$32,713,435	\$30,030,483	\$34,115,700	\$34,011,650
Expenditures					
Water Minor Capital	985,887	688,293	2,502,981	2,213,002	1,574,649
Water Payments and Transfers	11,568,485	11,435,165	7,258,640	7,106,629	7,121,623
Water Conservation	663,313	556,896	743,202	848,916	860,201
Water Trans & Distribution	2,326,824	2,508,437	2,618,813	2,582,985	2,622,451
Water Meter Operations	693,244	612,694	862,224	976,129	998,468
Water Production	6,558,643	5,726,213	7,990,488	5,659,507	5,704,353
Water Quality	924,067	933,354	1,100,783	1,087,298	1,103,646
Water Resources	1,875,764	1,750,796	2,195,685	2,237,502	2,249,515
Water Capital Projects	7,682,085	10,561,134	16,012,386	4,689,600	15,566,934
Total Expenditures	\$33,278,313	\$34,772,983	\$41,285,202	\$27,401,568	\$37,801,840
Other Financing Uses					
Debt & Other Uses	3,679,708	3,136,530	3,395,145	3,405,885	3,386,980
Transfers Out	0	197,428	196,375	181,501	207,838
Total Other Financing Uses	\$3,679,708	\$3,333,958	\$3,591,520	\$3,587,386	\$3,594,818
Total Expenditures & Other Financing Uses	\$36,958,021	\$38,106,941	\$44,876,722	\$30,988,954	\$41,396,658
Adjustments to GAAP					
Depreciation	0	0	5,656,347	5,660,704	5,937,479
Capital Expenses	(8,667,972)	(11,249,427)	(18,515,367)	(6,902,602)	(17,141,583)
Bond Principal	(2,854,199)	(2,468,860)	(2,759,035)	(2,871,100)	(3,002,126)
Proceeds from Advances	116,016	0	0	0	0
Net Adjustments to GAAP	(\$11,406,155)	(\$13,718,287)	(\$15,618,055)	(\$4,112,998)	(\$14,206,230)
Net Change in Fund Balance	\$7,607,915	\$8,324,781	\$771,816	\$7,239,744	\$6,821,222
Ending Fund Balance	\$260,332,922	\$268,657,703	\$269,429,518	\$276,669,262	\$283,490,484
Working Capital Reserve					
Principal and Interest	260,042	268,218	239,258	250,177	228,597
Operations	1,455,165	1,455,165	1,472,480	1,484,140	1,453,116
Art in Public Places	949,597	0	0	0	0
Water Rights	23,686,945	23,644,062	14,004,883	12,873,178	13,132,343
Capital Reserve	40,704,959	40,103,658	30,659,558	29,036,770	18,257,311
Total Reserves	\$67,056,708	\$65,471,103	\$46,376,179	\$43,644,265	\$33,071,367

WASTEWATER FUND - 503

COMPARATIVE BUDGET STATEMENT

	ACTUAL 2012	ACTUAL 2013	BUDGET 2014	BUDGET 2015	BUDGET 2016
Beginning Fund Balance	\$137,396,633	\$143,302,416	\$149,157,651	\$155,967,774	\$161,684,719
Revenues					
Other Fines & Forfeitures	0	1,625	0	0	0
Operating Grants/Contributions	0	0	1,080,000	0	0
Fees-Wastewater	20,809,026	20,337,824	19,524,903	23,360,000	24,060,000
Interest Revenue	468,178	171,776	277,587	341,960	398,953
Rents	48,526	41,854	67,531	50,000	50,000
Contributions & Donations	2,119,535	3,172,339	571,367	1,930,000	1,930,000
Sale of Property	(52,066)	11,846	0	0	0
Non Operating	147	0	0	0	0
Other Miscellaneous	30,127	54,933	25,000	50,000	50,000
Total Revenues	\$23,423,473	\$23,792,197	\$21,546,388	\$25,731,960	\$26,488,953
Other Financing Sources					
Other Financing Sources	71,092	19,219	0	0	0
Transfers from Funds	0	0	0	29,000	125,000
Total Other Financing Sources	\$71,092	\$19,219	\$0	\$29,000	\$125,000
Total Revenues & Other Financing Sources	\$23,494,565	\$23,811,415	\$21,546,388	\$25,760,960	\$26,613,953
Expenditures					
WW Minor Capital	232,986	246,741	782,634	782,142	765,194
WW Payments and Transfers	8,679,980	8,646,281	4,730,249	5,523,719	5,737,627
WW Trunk and Collection	1,527,630	1,546,266	1,967,170	1,757,529	1,797,582
WW Water Quality	1,093,829	1,088,900	1,240,979	1,226,719	1,247,418
WW Water Reclamation	4,984,030	5,356,820	5,508,763	5,835,549	5,897,363
WW Capital Projects	9,478,047	3,439,123	8,367,388	7,638,169	7,864,367
Total Expenditures	\$25,996,501	\$20,324,130	\$22,597,183	\$22,763,827	\$23,309,551
Other Financing Uses					
Debt & Other Uses	4,634,186	4,572,946	2,892,848	2,853,105	2,840,692
Transfers Out	0	10,136	36,256	37,849	39,066
Total Other Financing Uses	\$4,634,186	\$4,583,082	\$2,929,104	\$2,890,954	\$2,879,758
Total Expenditures & Other Financing Uses	\$30,630,688	\$24,907,212	\$25,526,287	\$25,654,781	\$26,189,309
Adjustments to GAAP					
Depreciation/Amortization	0	0		4,504,545	4,611,480
Capital Expenses	(9,711,033)	(3,685,864)	(9,150,022)	(8,420,311)	(8,629,561)
Bond Principal	(3,330,873)	(3,265,168)	(1,640,000)	(1,695,000)	(1,760,000)
Net Debt Proceeds	0	0			
¹ Unamortized bond issuance costs	0	0	0		
Net Adjustments to GAAP	(\$13,041,906)	(\$6,951,032)	(\$10,790,022)	(\$5,610,766)	(\$5,778,081)
Net Change in Fund Balance	\$5,905,783	\$5,855,235	\$6,810,123	\$5,716,945	\$6,202,725
Ending Fund Balance	\$143,302,416	\$149,157,651	\$155,967,774	\$161,684,719	\$167,887,444
Working Capital Reserve					
Principal and Interest	388,004	242,301	237,759	236,724	238,449
Bond Reserve	4,071,367	4,159,566	4,388,992	4,585,529	4,657,246
Operations	1,021,779	1,023,319	1,168,000	1,203,000	1,202,940
Art in Public Places	460,351	0	0	0	0
Capital	21,832,081	27,746,776	23,468,896	19,955,629	17,602,013
Total Reserves	\$27,773,582	\$33,171,962	\$29,263,647	\$25,980,882	\$23,700,648

STORMWATER FUND - 504

COMPARATIVE BUDGET STATEMENT

	ACTUAL 2012	ACTUAL 2013	BUDGET 2014	BUDGET 2015	BUDGET 2016
Beginning Fund Balance	\$89,864,762	\$96,954,319	\$102,377,429	\$112,898,960	\$120,482,514
Revenues					
Non-Bus Licenses & Permits	2,400	3,100	0	0	0
Operating Grants/Contributions	2,077	440	0	0	0
Capital Grants/Contributions	487,500	0	3,750,000	0	0
Fees-Stormwater	14,051,297	14,407,760	13,974,000	14,552,000	14,625,000
Interest Revenue	173,699	42,761	121,000	210,389	245,453
Other Earnings on Investments	9,827	5,735	0	0	0
Contributions & Donations	948,125	842,455	379,000	800,000	800,000
Sale of Property	8,435	7,022	(19,000)	0	0
Other Miscellaneous	27,855	15,371	20,000	20,000	20,000
Total Revenues	\$15,711,214	\$15,324,643	\$18,225,000	\$15,582,389	\$15,690,453
Other Financing Sources					
Other Financing Sources	17,765	20,760	0	0	0
Transfers from Funds	0	32,000	32,000	0	0
Total Other Financing Sources	\$17,765	\$52,760	\$32,000	\$0	\$0
Total Revenues & Other Financing Sources	\$15,728,979	\$15,377,403	\$18,257,000	\$15,582,389	\$15,690,453
Expenditures					
Stormwater Minor Capital	36,710	146,519	479,470	200,000	200,000
Stormwater Operations	2,767,712	2,652,077	3,279,584	3,205,655	3,284,553
SW Payments and Transfers	4,534,558	4,731,047	2,995,523	3,462,803	3,422,749
SW Capital Projects	2,923,561	2,816,048	9,913,216	5,665,249	4,322,846
Total Expenditures	\$10,262,541	\$10,345,691	\$16,667,793	\$12,533,707	\$11,230,148
Other Financing Uses					
Debt & Other Uses	4,241,109	4,097,449	4,162,489	4,167,187	4,164,179
Transfers Out	220,000	274,329	249,342	247,159	245,183
Total Other Financing Uses	\$4,461,109	\$4,371,778	\$4,411,831	\$4,414,346	\$4,409,362
Total Expenditures & Other Financing Uses	\$14,723,650	\$14,717,469	\$21,079,624	\$16,948,053	\$15,639,510
Adjustments to GAAP					
Depreciation	0	0	2,200,000	2,200,000	2,250,000
Principal Payments	(2,965,000)	(3,085,000)	(3,202,500)	(3,335,000)	(3,465,000)
Purchase of Capital Assets	(2,997,310)	(1,678,176)	(12,341,655)	(7,814,218)	(6,471,815)
Unamortized bond issuance costs	(121,918)				
Net Adjustments to GAAP	(\$6,084,228)	(\$4,763,176)	(\$13,344,155)	(\$8,949,218)	(\$7,686,815)
Net Change in Fund Balance	\$7,089,557	\$5,423,110	\$10,521,531	\$7,583,554	\$7,737,758
Ending Fund Balance	\$96,954,319	\$102,377,429	\$112,898,960	\$120,482,514	\$128,220,272
Working Capital Reserve					
Operations Reserve	719,100	723,750	723,993	731,250	734,900
Art in Public Places	206,032	0	0	0	0
Capital/Capital Outlay Reserve	12,563,733	15,917,534	16,557,655	10,101,507	7,501,781
Debt Service	347,337	521,700	346,874	347,266	347,015
Total Reserves	\$13,836,202	\$17,162,984	\$17,628,522	\$11,180,023	\$8,583,696

INTERNAL SERVICE FUNDS

601 - EQUIPMENT FUND

2015 - \$11,566,546

2016 - \$12,235,244

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

2015 - \$3,405,515

2016 - \$3,547,205

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

2015 - \$9,125,113

2016 - \$10,520,742

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

2015 - \$24,429,049

2016 - \$25,335,636

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

2015 - \$17,197,847

2016 - \$17,306,739

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 2012	ACTUAL 2013	BUDGET 2014	BUDGET 2015	BUDGET 2016
Beginning Fund Balance	\$4,538,361	\$4,316,712	\$4,248,738	\$4,779,877	\$6,120,042
Revenues					
Fees-General Government	8,309,008	8,724,193	10,645,457	10,345,176	10,737,804
Interest Revenue	15,828	1,999	9,626	14,000	14,000
Rents	57,788	59,496	60,000	60,000	60,000
Sale of Property	6,114	19,923	5,000	5,000	5,000
Other Miscellaneous	7,786	38,820	1,000	500	500
Total Revenues	\$8,396,524	\$8,844,431	\$10,721,083	\$10,424,676	\$10,817,304
Other Financing Sources					
Proceeds of Debt Issuance	684,000	1,404,485	0	0	0
Other Financing Sources	77,960	40,426	65,000	62,500	62,500
Transfers from Funds	336,807	424,426	683,852	1,136,881	1,398,693
Total Other Financing Sources	\$1,098,767	\$1,869,337	\$748,852	\$1,199,381	\$1,461,193
Total Revenues & Other Financing Sources	\$9,495,291	\$10,713,768	\$11,469,935	\$11,624,057	\$12,278,497
Expenditures					
Personnel Services	2,638,762	2,554,306	2,769,097	2,900,862	2,981,222
Purchased Prof & Tech Services	81,040	127,772	105,754	210,300	231,300
Purchased Property Services	1,222,532	1,457,376	1,747,582	2,027,395	2,150,616
Other Purchased Services	68,639	75,313	73,037	114,729	120,100
Supplies	4,051,687	4,242,331	5,829,607	4,914,879	5,077,313
Capital Outlay	1,308,682	1,581,531	367,075	308,500	286,500
Other	751,078	862,269	248,366	31,000	32,000
Total Expenditures	\$10,122,420	\$10,900,899	\$11,140,518	\$10,507,665	\$10,879,051
Other Financing Uses					
Debt & Other Uses	361,892	526,556	605,152	1,058,881	1,356,193
Total Other Financing Uses	\$361,892	\$526,556	\$605,152	\$1,058,881	\$1,356,193
Total Expenditures & Other Financing Uses	\$10,484,312	\$11,427,455	\$11,745,670	\$11,566,546	\$12,235,244
Adjustments to GAAP					
Capital Expenses	(1,116,756)	(1,575,379)	(367,075)	(308,500)	(286,500)
Principal Payments	(334,616)	(474,820)	(551,519)	(980,154)	(1,255,115)
Net Debt Proceeds	684,000	1,404,486	0	0	0
Depreciation	0	0	111,720	6,000	6,000
Net Adjustment to GAAP	(\$767,372)	(\$645,713)	(\$806,874)	(\$1,282,654)	(\$1,535,615)
Net Change in Fund Balance	\$(221,650)	\$(67,974)	\$531,139	\$1,340,165	\$1,578,868
Ending Fund Balance	\$4,316,712	\$4,248,738	\$4,779,877	\$6,120,042	\$7,698,910
Reserves					
Net Assets Invested in Capital	2,152,341	1,914,767	2,003,361	2,462,015	3,173,630
Operations Reserve	206,358	217,296	210,153	217,581	221,933
Equipment Replacement	508,824	546,462	695,154	757,654	820,154
Fiscal Agent	93,578	15,688	0	0	0
Unassigned Fund Balance	1,355,611	1,554,525	1,871,209	2,682,792	3,483,193
Total Reserves	\$4,316,712	\$4,248,738	\$4,779,877	\$6,120,042	\$7,698,910

SELF INSURANCE FUND - 602

COMPARATIVE BUDGET STATEMENT

	ACTUAL 2012	ACTUAL 2013	BUDGET 2014	BUDGET 2015	BUDGET 2016
<i>Beginning Fund Balance</i>	\$2,549,606	\$3,453,682	\$3,572,869	\$2,134,121	\$1,882,422
Revenues					
Fees-General Government	3,045,466	2,645,765	3,147,538	3,113,633	3,175,832
Interest Revenue	49,470	1,876	34,565	40,183	46,881
Other Miscellaneous	9,989	13,783	-500,000	0	0
Total Revenues	\$3,104,926	\$2,661,424	\$2,682,103	\$3,153,816	\$3,222,713
Other Financing Sources					
Total Other Financing Sources	\$0	\$0	\$0	\$0	\$0
Total Revenues & Other Financing Sources	\$3,104,926	\$2,661,424	\$2,682,103	\$3,153,816	\$3,222,713
Expenditures					
Salaries & Wages	300,038	272,046	276,957	461,447	470,679
Benefits	92,094	81,112	86,771	130,796	134,773
Other Personnel Costs	2,131	3,606	0	(103,031)	0
Professional & Technical	75,294	134,068	259,250	354,535	339,460
Other Prof & Tech Services	20,827	0	0	-	0
Cleaning Services	1,985	4,565	2,000	10,000	10,100
Repair & Maintenance Services	203	1,242	0	500	510
Rental Services	1,406	0	356	500	510
Insurance	1,575,850	1,686,889	2,767,815	2,240,100	2,284,901
Communication Services	9,693	6,982	5,616	8,330	8,475
Internal Admin Services	2,049	676	697	674	688
Employee Travel	1,829	3,088	8,600	8,629	8,751
Other Purchased Services	10,588	8,611	27,675	10,150	5,173
Vehicle & Equipment Supplies	2	0	0	-	0
Office & Related Supplies	282	1,360	2,000	8,000	3,060
Health & Safety Supplies	37,081	80,515	247,654	84,000	85,680
Other Supplies	69,496	81,524	66,000	2,000	2,040
Buildings	0	0	190,360	-	0
Total Expenditures	\$2,200,849	\$2,366,284	\$3,941,751	\$3,216,630	\$3,354,800
Other Financing Uses					
Transfers to Funds	0	175,953	179,100	188,885	192,405
Total Other Financing Uses	\$0	\$175,953	\$179,100	\$188,885	\$192,405
Total Expenditures & Other Financing Uses	\$2,200,849	\$2,542,237	\$4,120,851	\$3,405,515	\$3,547,205
Net Change in Fund Balance	\$904,076	\$119,187	\$(1,438,748)	\$(251,699)	\$(324,492)
<i>Ending Fund Balance</i>	\$3,453,682	\$3,572,869	\$2,134,121	\$1,882,422	\$1,557,930

DATA & COMMUNICATIONS FUND - 603

COMPARATIVE BUDGET STATEMENT

	ACTUAL 2012	ACTUAL 2013	BUDGET 2014	BUDGET 2015	BUDGET 2016
<i>Beginning Fund Balance</i>	\$3,120,452	\$2,320,341	\$2,190,039	\$1,743,953	\$3,027,976
Revenues					
Fees-General Government	2,084,662	1,921,571	1,593,087	1,832,405	1,862,693
Other Charges for Service	957	654	0	0	0
Interest Revenue	35,202	3,805	26,433	32,673	38,119
Sale of Property	0	0	0	0	0
Other Miscellaneous	634	0	0	0	0
Total Revenues	\$2,121,456	\$1,926,029	\$1,619,520	\$1,865,078	\$1,900,812
Other Financing Sources					
Proceeds of Debt Issuance	413,585	383,654	250,390	0	0
Transfers from Funds	5,901,399	6,179,280	5,901,502	6,960,035	8,619,930
Total Other Financing Sources	\$6,314,984	\$6,562,934	\$6,151,892	\$6,960,035	\$8,619,930
Total Revenues & Other Financing Sources	\$8,436,440	\$8,488,963	\$7,771,412	\$8,825,113	\$10,520,742
Expenditures					
Salaries & Wages	2,990,715	3,160,839	3,365,978	3,816,969	3,914,265
Benefits	762,449	782,422	920,129	1,002,458	1,037,627
Other Personnel Costs	748	9,912	-1,959	0	-5,003
Professional & Technical	447,660	596,082	1,047,120	114,880	85,478
Other Prof & Tech Services	12,043	5,130	39,944	172,500	142,550
Cleaning Services	410	2,411	0	0	0
Repair & Maintenance Services	1,064,513	1,230,863	1,603,187	1,626,099	1,673,669
Rental Services	0	0	1,987	2,027	2,067
Communication Services	374,575	421,795	421,079	412,635	421,078
Internal Admin Services	4,149	2,529	2,285	2,663	2,732
Employee Travel	78,667	111,409	84,618	101,183	101,125
Other Purchased Services	17,623	9,553	15,990	6,183	6,308
Vehicle & Equipment Supplies	1,002	723	689	850	867
Office & Related Supplies	2,275,629	1,108,144	421,182	236,380	370,830
Other Supplies	23,955	12,141	6,185	11,635	11,868
Vehicles & Equipment	607,502	538,010	484,745	1,182,100	2,322,730
Depreciation	335,618	318,788	0	0	0
Bad Debt Expense	1,142	0	0	0	0
Total Expenditures	\$8,998,400	\$8,310,752	\$8,413,160	\$8,688,562	\$10,088,191
Other Financing Uses					
Debt Service	157,332	243,522	311,816	436,551	432,551
Total Other Financing Uses	\$157,332	\$243,522	\$311,816	\$436,551	\$432,551
Total Expenditures & Other Financing Uses	\$9,155,733	\$8,554,274	\$8,724,976	\$9,125,113	\$10,520,742
Adjustment to GAAP					
Capital Expenses	(187,123)	(97,278)	(484,745)	(1,182,100)	(2,322,730)
Principal Payments	(145,644)	(221,385)	(273,123)	(401,923)	(408,932)
Net Debt Proceeds	413,585	383,654	250,390	0	0
Depreciation	0	0	0	0	0
Net Adjustments to GAAP	\$80,818	\$64,991	(\$507,478)	(\$1,584,023)	(\$2,731,662)
Net Change in Fund Balance	\$(800,111)	\$(130,302)	\$(446,086)	\$1,284,023	\$2,731,662
<i>Ending Fund Balance</i>	\$2,320,341	\$2,190,039	\$1,743,953	\$3,027,976	\$5,759,638
Reserves					
Net Assets Invested in Capital	1,032,503	810,993	1,218,861	2,452,884	4,834,546
Operations Reserve	161,943	146,124	173,771	201,764	205,799
Unassigned Fund Balance	1,125,895	1,232,922	351,321	373,328	719,293
Total Reserves	\$2,320,341	\$2,190,039	\$1,743,953	\$3,027,976	\$5,759,638

BENEFITS FUND - 604

COMPARATIVE BUDGET STATEMENT

	ACTUAL 2012	ACTUAL 2013	BUDGET 2014	BUDGET 2015	BUDGET 2016
<i>Beginning Fund Balance</i>	\$11,949,091	\$12,586,432	\$10,536,199	\$6,700,910	\$6,559,712
Revenues					
Charges for Service	20,571,295	19,961,310	20,184,700	24,121,400	24,979,400
Earnings on Investments	143,216	7,799	99,786	126,451	147,526
Miscellaneous	40,000	40,000	44,000	40,000	40,000
Total Revenues	\$20,754,511	\$20,009,109	\$20,328,486	\$24,287,851	\$25,166,926
Total Revenues & Other Financing Sources	\$20,754,511	\$20,009,109	\$20,328,486	\$24,287,851	\$25,166,926
Expenditures					
Personnel Services	590,685	687,984	690,723	710,513	733,420
Purchased Prof & Tech Services	289,813	297,171	735,071	1,012,160	1,032,660
Purchased Property Services	9,534	8,443	8,111	12,602	13,117
Other Purchased Services	19,207,610	21,047,105	22,708,820	22,673,514	23,536,079
Supplies	19,466	18,640	21,050	20,260	20,360
Other	62	0	0	0	0
Total Expenditures	\$20,117,170	\$22,059,342	\$24,163,775	\$24,429,049	\$25,335,636
Other Financing Uses					
Total Other Financing Uses	\$0	\$0	\$0	\$0	\$0
Total Expenditures & Other Financing Uses	\$20,117,170	\$22,059,342	\$24,163,775	\$24,429,049	\$25,335,636
Net Change in Fund Balance	\$637,341	\$(2,050,233)	\$(3,835,289)	\$(141,198)	\$(168,710)
<i>Ending Fund Balance</i>	\$12,586,432	\$10,536,199	\$6,700,910	\$6,559,712	\$6,391,002
Reserves					
Operations Reserve	\$418,473	\$438,119	\$488,581	\$506,713	\$516,847
Reserved for Medical and Dental Claims	12,167,959	10,098,080	6,212,329	6,052,999	5,874,155
Total Reserves	\$12,586,432	\$10,536,199	\$6,700,910	\$6,559,712	\$6,391,002

UTILITY CS&A FUND - 605

COMPARATIVE BUDGET STATEMENT

	ACTUAL 2012	ACTUAL 2013	BUDGET 2014	BUDGET 2015	BUDGET 2016
Beginning Fund Balance	\$4,382,594	\$3,475,746	\$2,674,163	\$2,492,317	\$2,707,994
Revenues					
Fees-General Government	11,001,937	11,605,884	13,532,545	15,675,653	15,660,960
Interest Revenue	48,952	4,186	38,799	40,000	40,000
Sale of Property	0	0	0	0	0
Non Operating	1,063,855	1,137,311	960,800	1,100,000	1,100,000
Other Miscellaneous	13,216	49,235	22,000	30,000	30,000
Total Revenues	\$12,127,959	\$12,796,616	\$14,554,144	\$16,845,653	\$16,830,960
Other Financing Sources					
Other Financing Sources	0	6,169	0	0	0
Transfers from Funds	0	175,953	179,100	329,344	336,513
Total Other Financing Sources	\$0	\$182,122	\$179,100	\$329,344	\$336,513
Total Revenues & Other Financing Sources	\$12,127,959	\$12,978,738	\$14,733,244	\$17,174,997	\$17,167,473
Expenditures					
Salaries & Wages	5,422,936	5,607,915	6,143,013	7,121,240	7,199,577
Benefits	1,575,622	1,624,364	1,877,479	2,246,060	2,292,648
Other Personnel Costs	53,961	60,035	(73,751)	32,091	102,550
Professional & Technical	829,860	1,138,217	1,502,127	1,407,269	1,104,669
Other Prof & Tech Services	75,187	26,541	146,720	266,018	296,018
Utility Services	195,635	209,938	250,595	231,095	234,020
Cleaning Services	110,861	119,401	111,210	115,610	124,259
Repair & Maintenance Services	666,837	870,142	1,055,130	1,223,396	1,252,345
Rental Services	225,420	232,536	252,374	230,450	230,450
Other Property Services	109	115	0	0	0
Communication Services	378,001	380,730	418,758	395,114	400,236
Internal Admin Services	103,266	119,387	122,822	95,387	97,724
Employee Travel	41,006	70,735	133,295	160,310	161,050
Other Purchased Services	562,886	510,258	576,947	626,476	598,749
Vehicle & Equipment Supplies	98,259	65,912	85,950	74,550	76,623
Land & Building Maint Supplies	21,792	32,349	24,570	34,350	35,150
Utility Supplies	4,796	1,552	2,140	1,950	1,990
Office & Related Supplies	207,794	397,468	213,752	244,335	231,141
Health & Safety Supplies	40,876	31,402	33,190	36,490	36,990
Other Supplies	102,914	113,659	169,470	209,611	209,901
Buildings	11,943	0	25,000	0	0
Vehicles & Equipment	174,693	52,811	1,015,007	55,000	72,000
Other Capital Outlay	0	0	0	135,000	135,000
Depreciation	404,968	344,251	0	0	0
Rebates & Incentives	0	0	850	0	0
Other	0	0	120,220	325,000	325,000
Total Expenditures	\$11,309,621	\$12,009,717	\$14,206,867	\$15,266,802	\$15,218,090
Other Financing Uses					
Transfers to Funds	1,725,186	1,814,649	1,706,742	1,931,045	2,088,649
Total Other Financing Uses	\$1,725,186	\$1,814,649	\$1,706,742	\$1,931,045	\$2,088,649
Total Expenditures & Other Financing Uses	\$13,034,807	\$13,824,366	\$15,913,609	\$17,197,847	\$17,306,739
Adjustments to GAAP					
Plus Estimated Depreciation	0	0	350,000	360,000	375,000
Less Purchase of Capital Assets	0	(44,045)	(1,348,519)	(598,527)	(639,300)
Net Adjustment to GAAP	\$0	(\$44,045)	(\$998,519)	(\$238,527)	(\$264,300)
Net Change in Fund Balance	(\$906,848)	(\$801,583)	(\$181,846)	\$215,677	\$125,034
Ending Fund Balance	\$3,475,746	\$2,674,163	\$2,492,317	\$2,707,994	\$2,833,028
Total Working Capital Reserves	\$2,785,125	\$2,283,749	\$2,283,749	\$2,283,749	\$2,283,749

THIS PAGE INTENTIONALLY LEFT BLANK

City of Fort Collins Debt Position

Debt Policy Highlights

The City Council updated the debt policy in November 2013.

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:

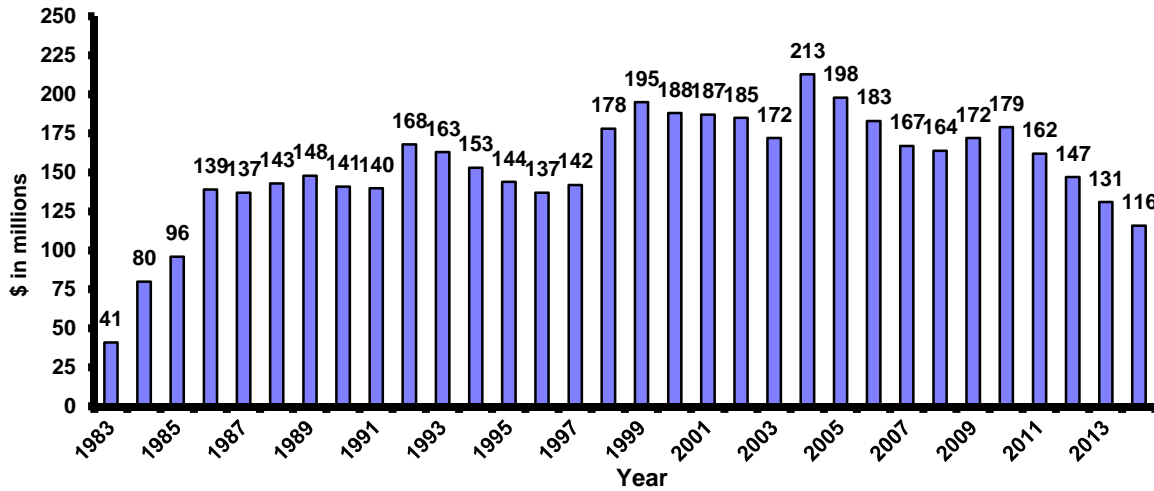
- a) When non-continuous projects (those not requiring continuous annual appropriations) are desired;
- b) When it can be determined that future users will receive a significant benefit from the improvement;
- c) When it is necessary to provide critical basic services to residents and taxpayers (for 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 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 usually published in the Statistical Section of the City's 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.

**Chart 1. City of Fort Collins, Colorado
Outstanding Debt at Year-end 1982-2014**



Bond Ratings

To attain the lowest possible interest rates and to be sure it has the widest markets for its bonds, the City obtains a credit rating from the major rating services. The stronger the rating, the lower the interest rate assigned and as a result, a lower cost to taxpayers and users of City services. In some cases, the City may also purchase insurance when the economic analysis shows more benefit than cost. Bond insurance provides additional support for the creditworthiness of the bonds and improves (lowers) the interest costs. The two major rating services are Standard & Poor's and Moody's Investors Service.

Bonds issued by the City of Fort Collins continue to receive and maintain very favorable ratings from both rating agencies. The most recent bond ratings are:

	<u>Moody's</u>	<u>Standard & Poor's</u>
Sewer Revenue Bonds	Aa1	AA+
Storm Drainage Revenue Bonds	Aa1	AA+
Water Revenue Bonds	Aa2	AAA
Lease Certificates of Participation	Aa1	No rating
Light and Power Revenue Bonds	No rating	AA-

Most Recent Bond Issues

2012 Lease Certificates of Participation. On October 18, 2012, the City issued Certificates of Participation totaling \$34,395,000.

2013 Subordinate Tax Increment Revenue Bonds. On December 1, 2013, the Downtown Development Authority issued revenue bonds with a Corporation totaling \$6,050,000. The proceeds will be used to design, acquire, construct and install City Infrastructure in connection with the agreement with the Corporation.

2013 URA Tax Increment Revenue Bonds. On December 1, 2013, the City issued tax increment revenue bonds totaling \$11,085,000. The bond is a special and limited obligation of the City payable solely out of and secured by a pledge of tax increment revenue.

Operating Equipment Lease Purchase

In Colorado, the legal definition of debt does not include lease purchase obligations. Despite the legal distinction, the City recognizes lease purchase as a multi-year financing arrangement and includes lease purchase in debt calculations.

The reasons for using lease purchase are virtually the same as those used to justify bond financing. The City uses lease purchase to acquire equipment with a useful life of three to ten years. The City uses the equipment to provide services, but pays off the lease purchase over the life of the equipment. Total lease payments at the end of each of the prior five years have been as follows:

2009	1,195,246
2010	960,730
2011	1,214,494
2012	1,036,036
2013	1,112,503

For the equipment currently on lease purchase at year-end 2013, the City anticipates the following payment schedule for the period 2014 through 2016:

2014	1,773,085
2015	2,288,262
2016	2,140,155

Unless users decide equipment associated with the lease payment schedule is no longer necessary, future lease payments will be appropriated as part of the budget. Council treats lease purchase obligations like debt service obligations. To date, all City lease purchase transactions have been done with leasing firms. Credit ratings for equipment lease transactions would not provide any economic benefit because the transactions are too small. If the size of the transactions continues to increase, future lease purchasing obligations may be done with a credit rating.

City of Fort Collins Outstanding Debt and Lease Obligations

The following schedule summarizes the financial obligations of the City as of December 31, 2013 and projected 2014 and 2015 year-end obligations based on current repayment schedules:

	<u>2013</u>	<u>Projected 2014</u>	<u>Projected 2015</u>
Bonds Serviced by Downtown Development Authority:			
secured by tax increment property taxes:			
<u>Property Tax Increment</u>			
Issued in 2010, maturing 2020	11,800,000	10,510,000	9,140,000
Bonds Serviced by Urban Renewal Authority – North College District:			
Secured by tax increment property taxes:			
<u>URA Tax Increment Revenue Bonds</u>			
Issued in 2013, maturing 2029	11,085,000	10,545,000	9,995,000
Other Obligations:			
<u>Assignment of Lease Payments (Public Safety)</u>			
Executed and delivered in 2001, maturing in 2021	\$455,288	\$407,199	\$356,719
<u>Lease Certificates of Participation (Civic Center Project)</u>			
Executed and delivered in 2007, maturing in 2018	6,300,000	5,115,000	3,895,000
<u>Lease Certificates of Participation (Police Building and Open Space Acquisition Projects)</u>			
Executed and delivered in 2012, maturing in 2026	31,605,000	28,700,000	25,735,000
<u>Equipment Leases</u>			
Executed various years	2,398,225	3,977,051	3,221,833
General Government Debt Total	\$ 63,643,513	\$59,254,250	\$ 52,343,552
Bonds Serviced by the Light and Power Fund,			
secured by Light and Power Fund Revenues:			
<u>Light and Power Revenue Bond</u>			
Issued in 2010, maturing in 2020	11,725,000	10,205,000	8,625,000
Bonds Serviced by the Water Fund,			
secured by Water Fund Revenues:			
<u>Colorado Water Resources & Power Development Authority</u>			
Issued in 1997, maturing in 2017	2,338,933	1,720,531	1,063,651

	<u>2013</u>	<u>Projected 2014</u>	<u>Projected 2015</u>
<u>Colorado Water Resources & Power Development Authority</u> Issued in 1999, maturing in 2019	1,688,794	1,408,688	1,120,424
<u>Subordinate Water Revenue Bond</u> Issued in 2004 (dated 12/01/03), maturing in 2030	1,667,196	1,561,669	1,450,715
<u>Water Refunding Bonds</u> Issued in 2008, maturing in 2018	9,415,000	7,660,000	5,845,000
Bonds Serviced by the Sewer Fund, secured by Sewer Fund Revenues:			
<u>Sewer Revenue Bonds</u> Issued in 2009, maturing in 2028	27,020,000	25,735,000	24,405,000
<u>Sewer Revenue Bonds</u> Issued in 2010, maturing in 2020	2,740,000	2,385,000	2,020,000
Bonds Serviced by the Storm Drainage Fund, secured by Storm Drainage Fund revenues:			
<u>Colorado Water Resources & Power Development Authority Loan</u> Issued in 2001, maturing in 2021	4,447,500	3,925,000	3,385,000
<u>Storm Drainage Revenue Bonds</u> Issued in 2007, maturing in 2019	9,705,000	8,105,000	6,440,000
<u>Storm Drainage Revenue Bonds</u> Issued in 2007, maturing in 2017	1,650,000	1,265,000	860,000
<u>Storm Drainage Revenue Bonds</u> Issued in 2011, maturing in 2022	7,200,000	6,505,000	5,780,000
<u>Other Obligations:</u>			
<u>Assignment of Lease Payments (Golf)</u> executed and delivered in 2001, maturing in 2021	\$1,447,712	\$1,294,801	\$1,134,282
<u>Lease Certificates of Participation (Golf)</u> executed and delivered in 2007, maturing in 2018	950,000	795,000	620,000
<u>Equipment Leases</u> executed various years, maximum maturity in 2013	93,131	126,034	177,551
Enterprise Fund Debt Total	<u>\$82,088,266</u>	<u>\$72,691,723</u>	<u>\$62,926,623</u>
TOTAL LONG-TERM DEBT & LEASE PAYMENTS	<u>\$145,731,799</u>	<u>\$131,945,973</u>	<u>\$115,270,175</u>

Required Lease Purchase Agreements Disclosure

The State of Colorado House Bill 90-1164, approved on April 9, 1990, "declares that the use of lease purchase agreements by local governments creates financial obligations of those governments and that the disclosure of such obligations is in the public interest and is a matter of statewide concern."

According to the Bill, local governments are required to identify as part of their budgets: 1) the total expenditures during the ensuing fiscal year for all lease purchase agreements involving real and personal property; 2) the total maximum payment liability under all lease purchase agreements over the entire terms of the agreements, including all optional renewal terms.

The following schedule summarizes the City of Fort Collins lease purchase agreements by fund for real and personal property.

2015-2016 Lease Purchase Schedule

	2015 Payment Obligation	2016 Payment Obligation	Future Payments	Maximum Payment Liability Over Term of Lease
<u>Personal Property</u>				
General Fund	\$ 70,447	\$ 52,927	\$96,431	\$ 219,805
Keep Fort Collins Great Fund	463,258	433,061	651,837	1,548,156
Transportation Services Fund	562,234	509,824	817,603	1,889,661
Golf Fund	177,551	156,004	263,763	597,318
Equipment Fund	794,220	737,024	846,318	2,377,562
Data and Communications Fund	398,103	407,318	431,130	1,236,551
Grand Total	<u>\$ 2,465,813</u>	<u>\$ 2,296,158</u>	<u>\$ 3,107,082</u>	<u>\$7,869,054</u>

CURRENT CAPITAL IMPROVEMENT PLAN

Upon expiration of the Building Community Choices (BCC) – Community Enhancements Capital Improvement Program on December 31, 2005, City voters approved the latest City capital improvement plan known as **Building on Basics 2005 (BOB)**. The goal of the BOB program is to develop a plan to provide funding for the City's highest priority capital projects. Like past capital plans, the City used an extensive process conducting a series of meetings soliciting public input, input from City boards and commissions, and City Council Work Sessions. As a result of this input, a list of projects was developed, as well as seven years of operation and maintenance needs for the projects. In 1997, City residents approved the extension of the 0.25 cent sales and use tax (excluding grocery food) for the Building Community Choices (BCC) – Community Enhancements capital projects, provided that the revenues from the extended tax be used to pay for the projects and operation and maintenance costs identified in the BOB program. The extension went into effect on January 1, 2006, and is due to expire on December 31, 2015.

Additional funding for neighborhood parks, open space and trail system capital improvements is provided through the City's Neighborhood Parkland Fund and Conservation Trust Fund. The Neighborhood Parkland Fund is used to account for revenues collected from the City's Neighborhood Parkland fee. This revenue provides funding for acquisition and development of neighborhood parks, as well as park capital improvements. The Conservation Trust Fund is used to account for revenues received from the Colorado State Lottery. The revenue is restricted to financing capital projects which relate to the acquisition and development of open space and trails and can also be used for maintenance of the City's trail system. Beginning in 2006, the City began using a portion of the lottery proceeds as a supplement to trail maintenance funding, provided primarily from General Fund revenues.

In addition to the City's dedicated 0.25 cent sales and use tax for the BOB program, City Council adopted Ordinance No. 51, 1996 in May 1996 which established capital improvement expansion fees for library, community parkland, police, fire, and general government services. The purpose of the expansion fees is to create a mechanism to have development pay a proportionate share of the capital improvements and equipment that are necessary to provide services to areas of new development within the City. The expansion fee policy should help the City to ensure that new development does not have a negative impact on the City's ability to provide infrastructure to areas of new development.

Capital improvements associated with the City's Light & Power, Stormwater, Wastewater, and Water utilities are budgeted within the respective enterprise fund. A combination of revenue from utility fees, bond proceeds, and Plant Investment Fees (PIF's) are used to fund utility capital projects. Projects provide improvements to the City's water and wastewater systems, and basin improvements associated with the City's storm drainage system.

PROJECT BUDGETING

Capital Improvement Policy

The City's Capital Improvement Policy provides Project Managers with guidelines for budget preparation and long range financial planning. The policy states:

- The City will develop a multi-year plan for capital improvements and update it annually.

This document presents the City's capital improvement program for the biennium 2015-2016. While the budget is biennial, the City's budget is reviewed and appropriated annually.

- The City will identify estimated costs and funding sources for each capital project requested before it is submitted to the City Council.

Council may approve appropriations for capital projects during the budget process or off-budget at any time during the year. Council is not asked to approve any project for which a funding source has not been identified. Staff also keeps the Council informed on estimated operating impacts of projects being considered by City Council.

- All City capital improvement projects will be administered in accordance with The City's Capital Projects Procedures Manual.

The City has a Capital Projects Procedures Manual which serves as a guide to project managers regarding administrative and operational procedures to be used in the design and construction of the City's capital projects.

- All City capital improvements will be constructed and expenditures incurred for the purpose as approved by City Council.

The scope (project description) and estimated cost (budget) of capital improvements are relayed to City Council, prior to, or at the time they are asked to approve funding for a project. Additional funding or changes to the scope of an approved capital project must be approved by City Council.

- The City will use a variety of different funding sources to fund capital projects, with an emphasis on the 'pay-as-you-go' philosophy.

The City's current capital improvement program is funded from a variety of different sources. The 'pay-as-you-go' philosophy: 1) avoids additional City costs due to interest; 2) assures all revenue collected is available for projects; and 3) provides a conservative approach to capital budgeting. However, long-term financing is a viable funding source which the City has used and will continue to do so for certain improvements.

- Funding for operating and maintenance costs for approved capital projects must be identified at the time projects are approved.

Project managers are responsible for identifying: 1) additional operation and maintenance (O&M) costs associated with new capital projects; 2) funding sources for the O&M; and 3) developing a plan for including new O&M in the City's budget.

The Budget Process

The budget process provides Project Managers with the legal basis for spending resources on their proposed capital improvement projects. Appropriations are the legal authorization granted by City Council to make expenditures and incur obligations and an appropriation ordinance, approved by City Council, is the vehicle by which appropriations are made legal. Appropriation ordinances require two readings by the City Council and become effective the 10th day following passage of the ordinance.

Capital Project Appropriations

Capital project appropriations, which do not lapse until completion of the project, require City Council's approval and are subject to the following City Charter requirements:

- Appropriation of funds for capital projects shall be summarized by project.
- No appropriation shall be made which exceeds the revenues, reserves, or other funds anticipated or available at the time of the appropriation.
- Supplemental appropriations may be made at any time during the fiscal year provided that the requested appropriation does not exceed the current estimate of actual and anticipated revenues for the fiscal year; or provided that funds requested for appropriation are available in the form of prior year reserves within the fund.
- Appropriations may be transferred from one fund or capital project to another fund or capital project, provided that: 1) the purpose for which the transferred funds are to be expended remains the same; 2) the purpose for which the funds were initially appropriated no longer exists; or 3) the proposed transfer is from a fund or capital project in which the amount appropriated exceeds the amount needed to accomplish the purpose as originally appropriated.

Art in Public Places Program

On April 25, 1995, the City Council adopted Ordinance No. 20, 1995, establishing legislation creating an Art in Public Places (APP) Program. All requests submitted to the City Council for appropriations for eligible capital projects estimated to cost over two hundred fifty thousand dollars (\$250,000.) shall include an amount equal to one (1) percent of the estimated cost of such project for works of art. This requirement shall also apply to appropriations partially funding a project that will have a total estimated cost of over two hundred fifty thousand dollars (\$250,000.) even if such individual appropriations are equal to or less than that amount. The APP program establishes procedures and guidelines for the acquisition of art by the City and to ensure that public art is integrated into City capital projects. Contributions for non-proprietary capital projects must be appropriated for transfer within the capital project, to the Art in Public Places reserve account in the City's Cultural Services Fund.

Proprietary fund contributions from the City's Utility Funds, towards APP works of art, are budgeted in the appropriate proprietary 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 and Facilities Fund. The amount of annual contributions to the APP program for each Utility fund is limited to one-half percent of the budgeted operating revenue in each Utility fund for that year.

<u>Funding Source</u>	<u>Budget 2015</u>	<u>Budget 2016</u>
Capital Projects Fund	\$ 167,289	\$ 18,574
Keep Fort Collins Great Fund	33,527	27,686
Neighborhood Parkland	10,080	7,000
Conservation Trust Fund	11,917	11,887
Natural Areas Fund	<u>2,900</u>	<u>0</u>
Total General Capital APP Contribution	<u>\$ 225,713</u>	<u>\$ 65,147</u>

<u>Funding Source</u>	<u>Budget 2015</u>	<u>Budget 2016</u>
Light & Power Fund	\$ 87,642	\$ 70,476
Water Fund	44,298	148,400
Wastewater Fund	74,456	78,035
Stormwater Fund	<u>47,636</u>	<u>35,700</u>
Total Utilities APP Contribution	<u>\$254,032</u>	<u>\$332,611</u>

RELATIONSHIP BETWEEN CAPITAL PROJECTS AND OPERATING BUDGETS

The City's Capital Projects Procedures Manual (CPPM) provides guidelines by which City of Fort Collins capital projects can be designed and built. The CPPM provides checks, whereby all capital costs associated with capital projects are accounted for in the appropriate fund and remain clearly distinct from operations and maintenance budgets. The majority of the City's budgeted general capital projects are funded from dedicated revenue sources, which helps to alleviate competition for general tax dollars between capital and operating needs. The City's conservative approach to projecting revenue and its sound financial planning and fiscal policies, have allowed the City to continue to provide basic services, introduce new service improvements, as economic conditions allow, invest in its infrastructure, and address deferred maintenance needs. In order to ensure that the City will continue to be able to protect its investment in its capital assets, staff will continue to work towards developing financial plans that address parks renovation needs, facilities needs, streets/infrastructure needs, information system replacement needs, etc., throughout the City.

How are maintenance costs affected by capital project construction?

Street improvement capital projects, for which Engineering is the lead department, affect operating costs to varying, but minor, degrees. Projects which widen existing roads, add more pavement and sidewalk to the total infrastructure must be maintained. But the same projects often make changes, such as replacing asphalt pavement with concrete, which actually reduces some of the annual maintenance costs at the same time. Other projects, such as portions of the Pedestrian Accessibility and Minor Streets projects, are maintenance efforts in themselves. Operating budgets within the Transportation Services Fund provide operation and maintenance costs such as the City's Pavement Management Program, sweeping, patching, sealing pavement cracks, and snow removal, etc., for capital improvements to the City's street system.

The costs for maintaining, repairing, and renovating City owned facilities are paid by the fund in which the asset is capitalized. Maintenance of buildings classified as general fixed assets is provided by Operations Services in the General Fund. Maintenance funds are reflected in the General Fund Operations Services program and in the Capital Projects Fund – MR&R Capital project. Staff will continue its efforts to more clearly define responsibilities and ensure that facility maintenance funds are adequate to address future maintenance issues.

Operation and maintenance dollars for Parks and related projects are budgeted in the General Fund Parks Maintenance, and Forestry & Landscaping programs. Maintenance dollars for parks, open space and trails are budgeted in the Conservation Trust Fund and Neighborhood Parkland Fund.

In 2005, City residents voted to extend, for a period of 10 years, a 0.25 cent sales and use tax, approved by voters in 1997, for community enhancement capital projects, provided that the revenues from the extended 0.25 cent tax be used to pay for the cost of a new generation of voter approved capital projects and at least seven years of operation and maintenance of the project identified. This measure, approved by the voters, marked the first time that operation and maintenance costs were funded by a dedicated sales and use tax, in addition to the projects themselves.

CAPITAL PROJECTS SUMMARY

By Fund

The following schedule lists 2015 and 2016 capital project resources and expenditures by Outcome. General City capital projects are funded primarily by the General Fund and Capital Expansion Fees. Utility capital projects account for approximately 59% of total City capital projects, and are funded by Utility fees. Impact fees are used as the primary source of funding for the City's Neighborhood Parkland program, and Lottery proceeds are used to fund the acquisition and development of open space and trails. The Building on Basics (BOB) capital program funded by a one-quarter cent Sales & Use tax will expire at the end of 2015.

2015	Comm. & Neighbrhd. Livability	Culture and Recreatn.	Econ. Health	Environmtl. Health	High Performg. Governmt.	Safe Comm.	Transp.	Total
CAPITAL RESOURCES								
General Fund	\$250,000	\$2,500,000	\$350,000	\$1,000,000	\$0	\$185,000	\$240,000	\$4,525,000
Sales and Use Taxes	380,000	1,703,622	0	0	0	0	6,067,700	8,151,322
Fees & Charges	0	9,478,000	326,000	7,842,000	2,629,393	8,816,205	787,300	29,878,898
Lottery Proceeds	0	1,191,694	0	0	0	0	0	1,191,694
APP from Projects	0	430,088	0	0	0	0	0	430,088
Total Capital Resources	\$630,000	\$15,303,404	\$676,000	\$8,842,000	\$2,629,393	\$9,001,205	\$7,095,000	\$44,177,002

FUND EXPENDITURES

Capital Projects	\$250,000	\$12,353,622	\$350,000	\$1,000,000	\$0	\$185,000	\$3,372,300	\$17,510,922
Conservation Trust	0	1,191,694	0	0	0	0	0	1,191,694
Keep Ft. Collins Great	380,000	0	0	0	0	0	3,422,700	3,802,700
Light & Power	0	0	163,000	0	1,868,614	18,750	0	2,050,364
Neighborhood Parkland	0	1,328,000	0	0	0	0	0	1,328,000
Stormwater	0	0	40,750	650,000	253,593	4,583,750	100,000	5,628,093
Wastewater	0	0	40,750	7,192,000	253,593	18,750	75,000	7,580,093
Water	0	0	81,500	0	253,593	4,194,955	125,000	4,655,048
APP Projects	0	430,088	0	0	0	0	0	430,088
Total Capital Expenditures	\$630,000	\$15,303,404	\$676,000	\$8,842,000	\$2,629,393	\$9,001,205	\$7,095,000	\$44,177,002

2016	Comm. & Neighbrhd. Livability	Culture and Recreatn.	Econ. Health	Environmtl. Health	High Performg. Governmt.	Safe Comm.	Transp.	Total
------	-------------------------------	-----------------------	--------------	--------------------	--------------------------	------------	---------	-------

CAPITAL RESOURCES

General Fund	\$400,000	\$0	\$0	\$0	\$0	\$0	\$182,008	\$582,008
Sales and Use Taxes	176,000	0	0	0	0	0	2,742,592	2,918,592
Fees & Charges	0	2,760,000	0	2,603,500	0	24,946,182	125,400	30,435,082
Lottery Proceeds	0	1,188,664	0	0	0	0	0	1,188,664
APP from Projects	0	383,426	0	0	0	0	0	383,426
Total Capital Resources	\$576,000	\$4,332,090	\$0	\$2,603,500	\$0	\$24,946,182	\$3,050,000	\$35,507,772

FUND EXPENDITURES

Capital Projects	\$400,000	\$1,650,000	\$0	\$0	\$0	\$0	\$307,408	\$2,357,408
Conservation Trust	0	1,188,664	0	0	0	0	0	1,188,664
Keep Ft. Collins Great	176,000	0	0	0	0	0	2,742,592	2,918,592
Light & Power	0	0	0	0	0	0	0	0
Neighborhood Parkland	0	1,110,000	0	0	0	0	0	1,110,000
Stormwater	0	0	0	700,000	0	3,595,000	0	4,295,000
Wastewater	0	0	0	1,903,500	0	5,900,000	0	7,803,500
Water	0	0	0	0	0	15,451,182	0	15,451,182
APP Projects	0	383,426	0	0	0	0	0	383,426
Total Capital Expenditures	\$576,000	\$4,332,090	\$0	\$2,603,500	\$0	\$24,946,182	\$3,050,000	\$35,507,772

CAPITAL PROJECTS 2015-2016

By Outcome

Offer #		2015	2016
CULTURE & RECREATION			
various	Art in Public Places (12.2, 78.1, 79.1, 122.1, 132.1)	\$430,088	\$383,426
21.1	Downtown Poudre River Improvements	1,000,000	0
160.7	EPIC Pool Improvements	1,500,000	0
8.3	Northeast Community Park	250,000	450,000
41.1	Park Improvements - BOB	1,703,622	0
8.3	Southeast Community Park	7,900,000	1,200,000
8.1, 8.5	Trail Acquisition/Development	1,191,694	1,188,664
Neighborhood Park Development			
8.2	Golden Meadows Park	250,000	0
8.2, 8.3	Lee Martinez Park Improvements	350,000	0
8.2	New Site Acquisition	320,000	300,000
8.2	New Park Site Development	100,000	400,000
8.2	Rosborough Park Improvements	0	110,000
8.2	Trailhead Park	8,000	300,000
8.2	Waterfield Neighborhood Park	300,000	0
	Total Neighborhood Park Development	<u>1,328,000</u>	<u>1,110,000</u>
TOTAL CULTURE & RECREATION		<u>\$15,303,404</u>	<u>\$4,332,090</u>
COMMUNITY & NEIGHBORHOOD LIVABILITY			
17.1	Green Street Implementation	\$150,000	\$0
17.2	Lincoln Neighborhood Projects	380,000	176,000
17.3	Traffic Calming	100,000	400,000
TOTAL COMMUNITY & NEIGHBORHOOD LIVABILITY		<u>\$630,000</u>	<u>\$576,000</u>
ECONOMIC HEALTH			
60.1	Computerized Maint. Mgmt System - Utilities	\$326,000	\$0
100.6	Oak Street Public Restroom Replacement	350,000	0
TOTAL ECONOMIC HEALTH		<u>\$676,000</u>	<u>\$0</u>
ENVIRONMENTAL HEALTH			
47.5	Community Recycling Facility	\$1,000,000	\$0
108.1	Drake Water Reclamation Facility Improvements	5,400,000	0
72.1	Stream Restoration	650,000	700,000
39.1	Wastewater Collection System Replacement	1,492,000	1,602,000
38.1	Water Reclamation Facility Replacement	300,000	301,500
TOTAL ENVIRONMENTAL HEALTH		<u>\$8,842,000</u>	<u>\$2,603,500</u>
HIGH PERFORMING GOVERNMENT			
113.1	Utilities Vehicle Storage Building	\$2,629,393	\$0
TOTAL HIGH PERFORMING GOVERNMENT		<u>\$2,629,393</u>	<u>\$0</u>
SAFE COMMUNITY			
130.1	Arthur Ditch Master Plan Alternative Analysis	\$185,000	\$0
95.1	Chlorine Contact Basin	1,000,000	9,720,000
71.7	Cooper Slough and Boxelder Basins	330,000	350,000
131.1	Emergency Operations Center - Utilities	75,000	0

CAPITAL PROJECTS 2015-2016

By Outcome

Offer #		2015	2016
71.2	Stormwater Basin Improvements	2,500,000	2,500,000
71.5	Stormwater Basin Improvements - Poudre River Downtown	1,000,000	0
71.3	Stormwater Developer Repayments	100,000	100,000
71.1	Stormwater Drainage System Improvements	360,000	370,000
71.6	Stormwater Master Planning	275,000	275,000
107.1	Ultra-Violet Disinfection System	0	5,900,000
35.1	Water Distribution System Replacement	500,000	2,300,000
36.1	Water Meter Replacement & Rehabilitation	800,000	800,000
96.1	Water Production- Energy Optimization	285,000	300,000
37.1	Water Production Replacement Program	1,091,205	1,581,182
37.1	Water Source of Supply Replacements	500,000	750,000
TOTAL SAFE COMMUNITY		\$9,001,205	\$24,946,182
TRANSPORTATION			
2.12	Bicycle Plan Implementation - BOB	\$125,000	\$0
1.2, 1.21	City Bridge Program	2,300,000	2,300,000
25.13	Crushing & Recycling Facility	300,000	0
1.7	Intersection Improvements & Traffic Signals - BOB	2,220,000	0
1.19	Linden St-Walnut to Jefferson	300,000	0
1.8	Mulberry Bridge Urban Design	750,000	0
1.6,1.10	Pedestrian Sidewalk & ADA Improvement	450,000	150,000
1.20,1.23	Railroad Crossing Replacement	150,000	100,000
1.9	Vine & Lemay Intersection	500,000	500,000
TOTAL TRANSPORTATION		\$7,095,000	\$3,050,000
TOTAL CAPITAL PROJECTS		\$44,177,002	\$35,507,772

OFFER RECAP

Offers In Outcomes

	2015	2016
Community and Neighborhood Livability	\$ 6,029,986	\$ 6,073,689
Culture and Recreation	44,476,133	34,359,721
Economic Health	139,067,146	143,740,630
Environmental Health	49,100,749	43,149,621
High Performing Government	89,439,500	89,053,401
Safe Community	107,238,194	126,073,333
Transportation	56,863,781	44,974,707
Total Outcomes	492,215,489	487,425,102

Offers Not Included in Outcomes

Offer #	Offer Title	2015	2016
4.1	General Employees' Retirement Plan	3,827,763	4,127,950
69.1	Debt Service - Timberline/ Prospect SID	56,000	54,000
69.2	Debt Service - Capital Leasing	4,636,235	4,619,279
158.1	General Fund Support to Various Funds	24,082,896	20,308,756
158.2	General Fund Support for Enterprise IT Services	4,891,594	6,382,940
158.3	Transfer to General Fund	115,000	304,000
162.1	General Fund Non-Departmental: GERP Supplemental	296,800	296,800
162.2	General Fund Non-Departmental: Insurance	560,521	568,731
162.3	General Fund Non-Departmental: Other	714,200	728,600
166.1	Capital Expansion Fund Transfers	9,135,412	2,329,828
167.1	Transfers to Capital Leasing Debt	1,277,663	1,306,097
167.2	Sales & Use Tax Fund Transfers	14,098,200	7,569,302
167.3	Capital Project Fund Transfers	547,200	355,498
173.1	GID #15 Budget	1,000	1,000
	Sub-total	64,240,484	48,952,781

Total Appropriations

	\$ 556,455,973	\$ 536,377,883
--	-----------------------	-----------------------

OTHER / TRANSFER OFFERS SUMMARY

4.1 General Employees' Retirement Plan

The General Employees' Retirement Plan is a defined benefit retirement plan for employees employed with the City on January 1, 1971 or hired after December 31, 1970, but before January 1, 1999. This plan is a government plan established pursuant to IRS Code Section 414(d) and is intended to meet the requirements of IRS Code Sections 401(a) and 501(a).

69.1 Debt Service - Timberline/Prospect SID

The City of Fort Collins established the Timberline & Prospect Special Improvement District No. 94 in order to construct and install capacity improvements to the Timberline/Prospect Road intersection. The total cost of the improvements was paid initially by the developer. The individual property owners are allowed to pay the assessments over a ten year period. The developer will be reimbursed as payments are received.

69.2 Debt Service - Capital Leasing

This offer is to provide resources to service outstanding debt obligations relating to governmental activities. Over the years the City has used multiple types of financing to pay for construction projects and capital asset purchases. Current outstanding types include revenue bonds, lease certificates of participation, and assignment of lease payments. Maturity dates vary from 2018 to 2026.

Debt outstanding to be serviced by this offer includes:

2001 Assignment of Lease Payments (4.7%), originally issued \$3,720,000, matures in 2021, payments in 2013 total \$53,767 and \$55,202 in 2014. The proceeds were used to acquire and make improvements to an 8,000 square foot building to be used by the police department.

2004 Lease Certificates of Participation (4.5 5.0%), originally issued \$48,650,000, matures in 2026, payments in 2013 total \$4,111,862 and \$4,096,263 in 2014. The 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 natural area. This issue was refinanced in October 2012; these dollar amounts have changed.

2007 Lease Certificates of Participation (3.860%), originally issued \$14,595,000, matures in 2018, payments in 2013 total \$1,132,725 and \$1,124,669 in 2014. The proceeds were used to refinance 1998 and 1999 debt issues that were originally used to construct the Civic Center Parking Structure and 215 N. Mason office building.

158.1 General Fund Support to Various Funds

This offer provides the General Fund subsidy to various funds. The amounts were determined by submitting offers in the BFO competitive process. Funds receiving support are Cultural Services, Recreation, Museum, Cemeteries, Transit, Street Oversizing, Transportation, Parking, Capital Leasing, Capital Projects, and Equipment.

158.2 General Fund Support for Enterprise IT Services

This offer provides funding for the Enterprise IT services provided to the General Fund and other "No Charge" Funds.

158.3 Transfer to the General Fund

This offer records the transfer of \$115,000 from the General Improvement District #1 to the General Fund for holiday lighting. In 2016 there is an additional \$189,000 from the Recreation Fund to the General Fund for the EPIC pool bulk head replacement.

OTHER / TRANSFER OFFERS SUMMARY

162.1 General Fund Non-Departmental: GERP Supplemental

This offer is for the General Fund's allocated portion of the General Employees Retirement Plan (GERP) supplemental. It is budgeted because according to actuarial studies, the Plan could become under-funded in future years. The City has a contractual obligation to fund the Plan. The allocation is based on the number of General Fund related GERP members.

162.2 General Fund Non-Departmental: Insurance

This offer is for the General Fund's allocated portion of City Insurance charges for general liability insurance and auto liability, comprehensive, and collision insurance.

162.3 General Fund Non-Departmental: Other

These expenditures are not related to any one department. The offer includes the payment of 2% to Larimer County for the fee to collect property taxes on the City's behalf and the reimbursement to Larimer County for funds the County contributed toward the Civic Center Parking Garage in 1998. Finally, this offer includes the budget for Community Opportunities, Contingency and other miscellaneous items.

166.1 Capital Expansion Fund Transfers

This offer enters Capital Expansion Fund transfers. Transfers are made to PFA to pay debt on station #4; to the General Fund for administrative charges; to the Capital Leasing fund to help pay the Police Building debt; and, to the Capital Project Fund for a new community park.

167.1 Transfers to Capital Leasing Debt

This offer enters transfers from the Natural Areas Fund and the Transportation Services Fund to the Capital Leasing Fund to cover their portion of debt payments made out of the Capital Leasing Fund.

167.2 Sales & Use Tax Fund Transfers

The Sales and Use Tax Fund is a depository for the 1/4 cent tax for Natural Areas and the 1/4 cent tax for Building on Basics (BOB) projects. This offer transfers the Natural Areas tax revenue to the Natural Areas fund for specific programs; and transfers the BOB revenue to the Capital Projects Fund for the voter approved projects. BOB tax revenue is also transferred to various City funds to help pay for the operation and maintenance costs of the new projects for seven years.

167.3 Capital Project Fund Transfers

This offer enters the transfer from the Capital Projects Fund to the General Fund for General Administrative Charges. This also includes the transfers from the Transportation Fund to the Capital Projects Fund for the following: Offer 1.2 City Bridge Program - \$277,300 in 2015 and \$125,400 in 2016. Offer 1.19 Linden Street (Walnut to Jefferson) - \$210,000 in 2015.

173.1 GID #15 Budget

This offer appropriates \$1,000 in 2015 and in 2016 for the Larimer County Treasurer's fee for collecting the GID #15 property tax.

Property Taxes

MILL LEVY FROM DIRECT AND OVERLAPPING GOVERNMENTS APPLICABLE TO MOST PROPERTIES LOCATED IN THE CITY

Levy Year (1)	City	Larimer County	Poudre School District	Poudre River Library District	Poudre Health Services District	N. Colorado Water Conservancy Dist. & Other	Total
2002	9.797	22.421	51.723	-	2.167	1.142	87.250
2003	9.797	22.423	52.496	-	2.167	1.142	88.025
2004	9.797	22.517	52.496	-	2.167	1.142	88.119
2005	9.797	22.541	50.715	-	2.167	1.142	86.362
2006	9.797	22.410	50.715	3.000	2.167	1.142	89.231
2007	9.797	22.414	48.200	3.000	2.167	1.142	86.720
2008	9.797	22.395	47.989	3.000	2.167	1.142	86.490
2009	9.797	22.435	47.989	3.000	2.167	1.142	86.530
2010	9.797	22.524	51.000	3.000	2.167	1.142	89.630
2011	9.797	22.524	52.200	3.000	2.167	1.142	90.830
2012	9.797	22.472	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

CITY PROPERTY TAX LEVIES AND VALUES

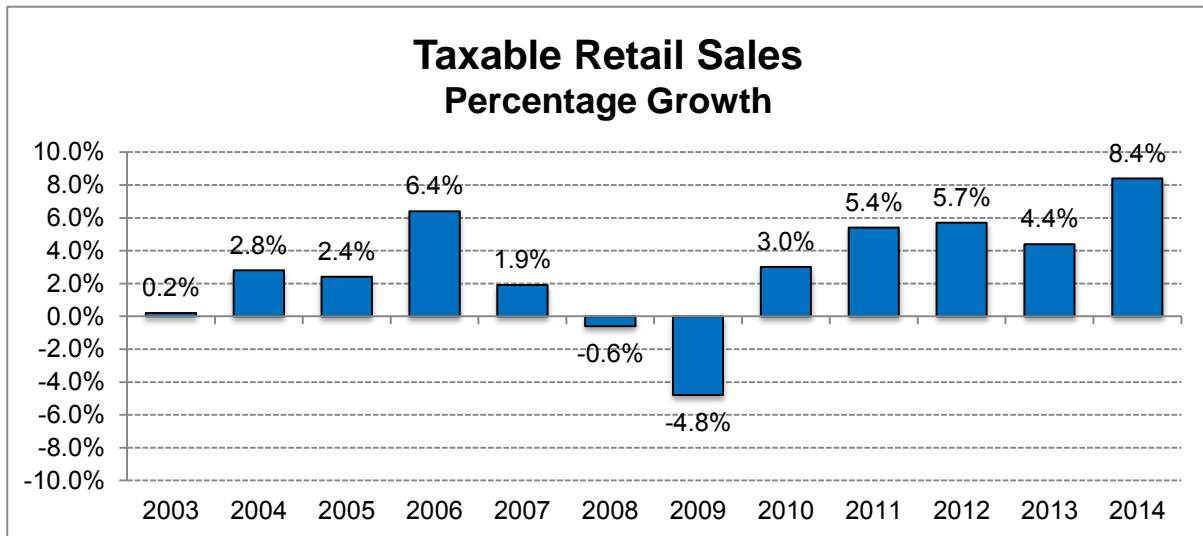
Levy Year	Total Tax Levy	Estimated Actual Value
2003	\$13,365,678	\$10,973,228,233
2004	\$13,625,667	\$11,330,997,519
2005	\$14,675,072	\$12,227,769,741
2006	\$14,985,287	\$12,568,259,292
2007	\$16,783,765	\$13,603,426,669
2008	\$17,231,071	\$13,905,507,484
2009	\$17,852,108	\$14,345,784,572
2010	\$17,790,770	\$14,520,313,995
2011	\$17,556,604	\$14,456,329,831
2012	\$17,586,486	\$14,268,842,320
2013	\$18,464,343	\$15,013,427,383
2014	\$18,950,031	\$15,339,147,544

- (1) Collection year follows the levy year.
- (2) Source: Larimer County Assessor's Office
- (3) Levy and collection is net of tax incremental for the Downtown Development Authority.
- (4) Collections are net of the collection fee charged by Larimer County.

SALES AND USE TAX COLLECTIONS

Year	Retail Sales Sales	General Sales Tax	General Use Tax	Restricted (1) Sales & Use Tax	Total
2003	\$1,969,208,226	\$43,108,789	\$8,535,379	\$16,050,134	\$67,694,302
2004	\$2,024,683,385	\$44,329,239	\$9,404,326	\$16,991,296	\$70,724,861
2005	\$2,074,097,970	\$45,442,110	\$9,566,032	\$17,363,484	\$72,371,626
2006	\$2,206,064,785	\$48,324,043	\$8,598,737	\$17,927,772	\$74,850,552
2007	\$2,248,521,512	\$49,202,266	\$9,931,629	\$18,511,130	\$77,645,025
2008	\$2,235,259,889	\$49,178,245	\$8,139,614	\$18,191,406	\$75,509,265
2009	\$2,127,903,378	\$47,331,196	\$6,485,179	\$17,003,845	\$70,820,220
2010	\$2,192,637,162	\$49,591,496	\$7,761,959	\$16,661,679	\$74,015,134
2011	\$2,310,934,021	\$67,215,663	\$10,351,865	\$17,336,562	\$94,904,090
2012	\$2,441,692,340	\$72,718,063	\$17,462,108	\$19,787,562	\$109,967,733
2013	\$2,548,930,411	\$75,874,116	\$15,122,444	\$22,845,715	\$113,842,275
2014	\$2,761,863,889	\$82,244,531	\$22,281,798	\$26,922,626	\$131,448,955

(1) These amounts represent the three voter-approved 0.25 cent taxes restricted for specific purposes. Also included in the restricted taxes is the vendor fee savings for capital projects and economic vitality.



**HISTORY OF SALES AND USE TAX RATES
RATES (%) 2003 - 2014
ADOPTED RATES (%) 2015– 2016**

Year	Sales & Use Tax (1)	Capital		Total City Sales & Use Tax	Larimer County Tax	State Tax	Total All Taxes
		Improvements (2)	KFCG (3)				
2003	2.25	0.75	-	3.00	0.80	2.90	6.70
2004	2.25	0.75	-	3.00	0.80	2.90	6.70
2005	2.25	0.75	-	3.00	0.80	2.90	6.70
2006	2.25	0.75	-	3.00	0.80	2.90	6.70
2007	2.25	0.75	-	3.00	0.80	2.90	6.70
2008	2.25	0.75	-	3.00	0.80	2.90	6.70
2009	2.25	0.75	-	3.00	0.80	2.90	6.70
2010	2.25	0.75	-	3.00	0.80	2.90	6.70
2011	2.25	0.75	0.85	3.85	0.80	2.90	7.55
2012	2.25	0.75	0.85	3.85	0.60	2.90	7.35
2013	2.25	0.75	0.85	3.85	0.60	2.90	7.35
2014	2.25	0.75	0.85	3.85	0.60	2.90	7.35
2015	2.25	0.75	0.85	3.85	0.65	2.90	7.40
2016	2.25	0.25	0.85	3.35	0.65	2.90	6.90

(1) **Base tax rate (2.25%)** - Ordinance No. 58, 1967, authorized the initial 1% sales and use tax. Ordinance No. 140, 1979, authorized another 1% beginning April, 1980 and another .25% was authorized beginning in January, 1982 by Ordinance No. 149, 1981.

(2) **Capital improvement tax rate additions** - Ordinance No. 8, 1989 authorized a .25% tax for street capital maintenance beginning July 1, 1989. Ordinance No. 9, 1989 authorized a .25% tax to finance the Choices 95 Capital Improvement Program beginning in January 1990. Ordinance No. 125, 1992 authorized a .25% tax to finance the acquisition, construction, enhancement and maintenance of trail systems, wildlife and other natural areas beginning January 1, 1993. All three taxes expired December 1997. At a municipal election in April, 1997, City residents approved the extension of the three .25% tax rates that expired in December, 1997 to finance the Building Community Choices Capital Improvement Program. The extension covered the period from January 1, 1998 through December 31, 2005.

At the November 5, 2002 election, voters approved an extension of the .25% tax to finance the acquisition, construction, enhancement and maintenance of trail systems, wildlife and other natural areas covering the period from January 1, 2006 through December 31, 2030. At the April, 2005 municipal election, voters approved an extension of the .25% tax financing for Streets and Transportation to help fund the City's Pavement Management Program for the period January 1, 2006 through December 31, 2015. At the November 1, 2005 election, voters approved the extension of the .25% tax financing the Building Community Choices – Community Enhancements capital projects to fund projects in the Building on Basics Capital Improvement Plan. The extension went into effect on January 1, 2006, and is due to expire on December 31, 2015. The City Council has adopted Resolution 2015-012, placing an extension of the current tax on the April 7, 2015, municipal election ballot.

(3) **Keep Fort Collins Great (KFCG) tax rate (0.85%)** - On November 2, 2010 the voters approved a .85% increase beginning January 2011, which sunsets December 2020.

User Fee Highlights

Cemeteries – Automatically increased by Denver/Boulder CPI. Not required to go to Council every year.

City Clerk – No changes. Fees were last changed in 2013-2014 Budget.

Community Development & Neighborhood Services: User Fees – No changes for 2015-16.

Cultural Services & Facilities – Lincoln Center proposed to implement several new fees starting in 2015 including Food Service fees, House Manager Labor – Open Rehearsal fees, and Custodial Fees for room rentals. In addition, there is a proposed 2016 increase to the hourly rental for the Canyon West Room from \$150/hour to \$160/hour for non-profit users and \$165/hour to \$175/hour for the standard fee. These changes would amount to a combined estimated revenue increase of \$30k in 2015 and \$34k in 2016.

Engineering – The following are the proposed changes for 2015-16:

1. Utility Locate Potholing fee increased from \$10/pothole locate to \$20/pothole locate.
2. Encroachment Permit fee increases for Outdoor Eating Establishments, Newsracks, and Portable Signs are anticipated to go to Council in the Fall of 2014.

Golf – Fee increases were approved by the Golf Board and are as follows for the 2015-2016 seasons. Estimated impact on revenue is an increase of \$20k in 2015 and \$65k in 2016.

1. Greens Fees: \$1 increase for each category of greens fee charges for 2016.
2. Annual Pass Per Play Fee Non-Prime: \$1 increase for 18-hole effective 2015.
3. Driving Range: \$0.50 increase on small and medium ball buckets, \$1 increase on large bucket effective 2015.
4. Surcharge Capital Fee: \$1 increase for 9-hole, \$2 increase for 18-hole, both effective 2015.
5. Private golf cart usage for all courses: Increase from \$250 to \$350 effective 2015.

Information Technology: GIS – No changes.

Natural Areas – There are proposed increases for all Parking Fees and Annual Parking Passes at Gateway Park in 2015 which is anticipated to generate an additional \$3k in 2015 and 2016.

Parking – Increases are proposed for monthly parking permits at the Old Town parking structure and at the surface lots. The proposed rate increases are approximately 5% in the Old Town parking structure and up to 15% increase at the surface lots in 2015, with an additional \$1 increase for these fees in 2016. These changes would amount to an estimated revenue increase of \$42k in 2015 and \$65k in 2016.

Parks – There are proposed fee increases for billable services of \$1/hour in 2015 and an additional \$1/hour in 2016. Billable services include turf care, snow removal, irrigation repairs, trash, shrub beds and administration.

Police – No changes to user fees other than what it costs outside entities to hire off-duty officers, wherein the formula remains the same for determining those fees in 2015-2016.

Recreation: Outdoor Sports Facilities – There are proposed \$1/hour fee increases for both adults (\$17/hour to \$18/hour) and youth (\$12/hour to \$13/hour) who rent the City Park South ball field. Field prep for games is proposed to increase by \$1/prep. Field rental for the non-baseball/softball fields is also proposed to increase by \$1/hour. These changes would amount to a combined estimated revenue increase of \$10k each year.

Recreation: Facility Rentals and Activities – There are several rate increases for facility rentals, activities/classes, passes, ads and sponsor fees. The changes are expected to increase revenue by approximately \$178K in 2015 and \$267K in 2016.

Traffic – No changes.

Transit – There are proposed Transfort ride pass fees, some that replace existing passes, including: a new round-trip fare of \$2.50 (two-times the current single ride fare), a seven-day pass for \$10 that replaces the 10-ride ticket, a 31-day pass that replaces the monthly pass for \$25, and an annual adult pass for \$154.



Leaders at the Core of Better Communities

This
Certificate of Excellence

is presented to

Fort Collins, CO

for exceeding the standards established by the ICMA Center for Performance Analytics™ 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 at the 100th ICMA Annual Conference
Charlotte/Mecklenburg County, North Carolina
15 September 2014

ROBERT J. O'NEILL JR.
ICMA EXECUTIVE DIRECTOR

SIMON FARBROTHER
ICMA PRESIDENT

RANDALL H. REID
DIRECTOR OF PERFORMANCE INITIATIVES
ICMA CENTER FOR PERFORMANCE ANALYTICS